

JAN. 4, 1957

# Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

Booth Personnel Pouring  
Your Money Down the Drain?

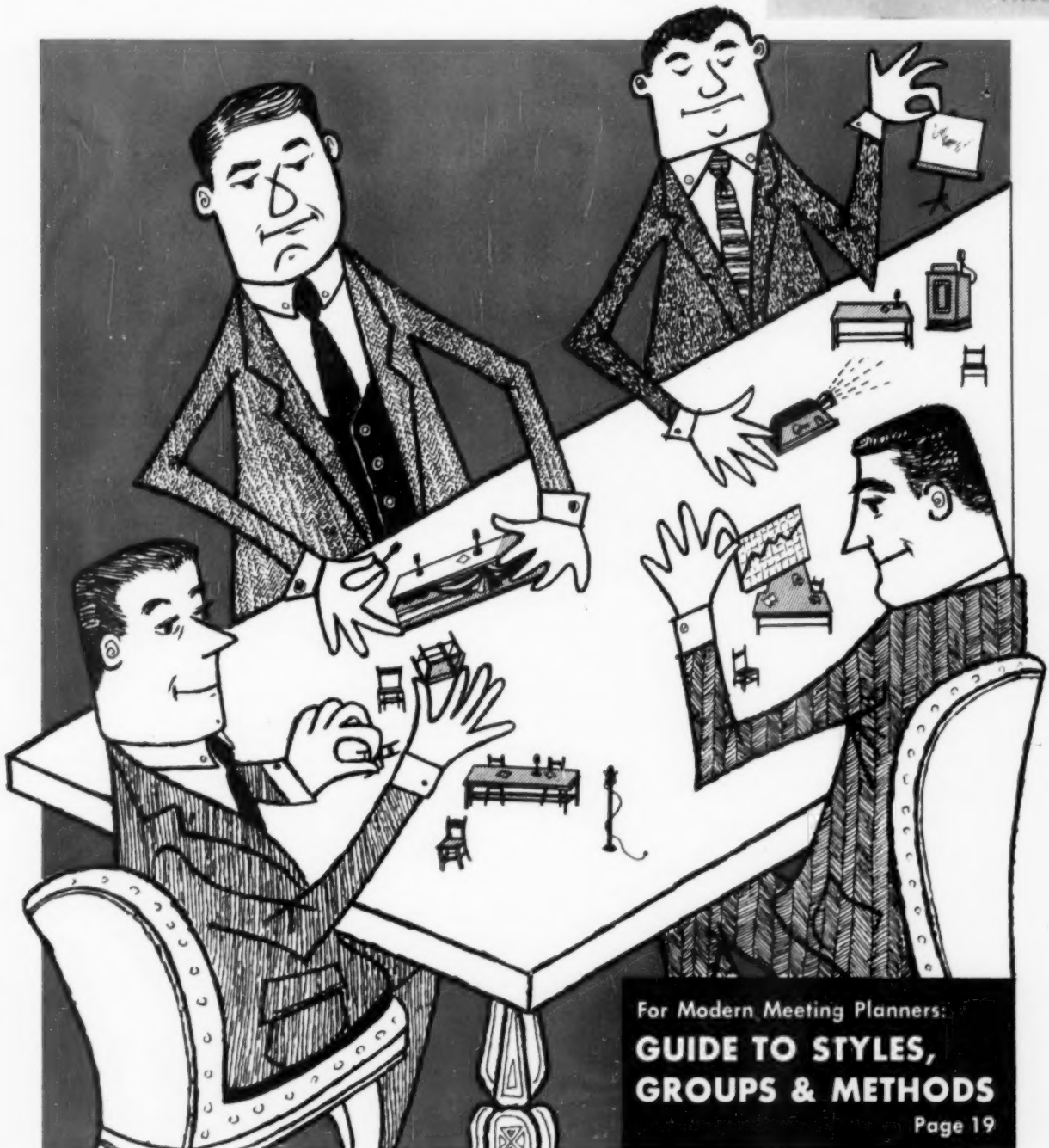
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Here's How to Cash In  
On Sales Meetings

PAGE 47

43 Ways to Excite Interest  
In Your Meeting Objectives

PAGE 70



For Modern Meeting Planners:

**GUIDE TO STYLES,  
GROUPS & METHODS**

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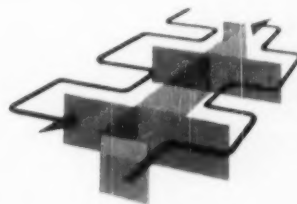


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# Sales Meetings

NATIONAL AUTHORITY ON CONVENTIONS, SALES MEETINGS AND TRADE SHOWS  
**EXECUTIVE OFFICES:** 1212 Chestnut St., Philadelphia 7, Pa. WALnut 2-1788

January 4, 1957

## In This Issue...

### ADVANCE PLANNING

**How to Make Meetings Pay Off for Your Salesmen**, By William Rados, Sales Training Consultant **46**

Help your salesmen help themselves by offering concrete suggestions on what to do before, during and after a meeting.

### ATTENDEE PREPARATION

**Here's How to Cash In on Sales Meetings**, By William Rados, Sales Training Consultant **47**

Ideas are the meat of any sales meeting. Tells salesmen to go prepared to "pick the brains" of fellow salesmen.

### EXHIBIT BUDGETS

**How IBM Budgets Exhibits**, by Gordon Smith, Director, Sales Promotions, International Business Machines Corp. **77**

Exhibit planner puts his budget to work for him instead of worrying about it. Secret is to decide on fixed costs—and then try to whittle down the rest. Here are tips on how to do it.

### EXHIBIT PROMOTION

**Boonton Goes Out on a Limb to Back Survey with Exhibit** **52**

Dinnerware company is so sure it has a hot item to sell it hired an outside firm to make a survey and ordered exhibit at Housewares Show to publicize survey long before results were in.

### EXHIBIT RESEARCH

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Your exhibit is only as good as the men who man it. Check of salesmen manning exhibits at National Business Show reveals shocking lack of salesmanship. How do your men measure up?

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Firm believers in use of cubic area in exhibits put ideas to practical test at Instrument Automation Show. Response is good.

### FAIRS

**At a Fair Make Your Exhibit Fun**, by Harold A. Edlund, General Sales Manager, Butler Manufacturing Co. **86**

Secret of drawing crowds at fairs—farm families come for good time.

### INDUSTRY GROWTH

**After Biggest Year, Exhibit Industry Still Expanding**, by Les Levi, President, Ivel Corporation **82**

Second look at the convention and trade show field reveals post-war boom is still on and growing every day.



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### LUXURY MEETING

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96

Nothing too good for salesmen says company and takes over entire convention hall to stage lavish banquet and meeting.

### MEETING TECHNIQUES

#### Guide to Styles, Groups, Methods, by Hugh Gyllenhaal, Senior Associate, Conference Counselors

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Confused with meeting and conference terminology? Article points out differences in seminars, conventions, conferences and host of other meeting techniques with tips on when to use them.

#### 43 Ways To Excite Interest in Your Meeting Objectives, by William J. Tobin

70

Must reading for anyone who has ever planned a sales meeting, with techniques to get active participation into all of your conclaves.

### MEETING THEME

#### Want Enthusiasm? Be Enthusiastic!

84

Martin-Senour Co. builds salesmen enthusiasm with mock safari in the heart of Chicago.

### PLANT TOUR

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89

Professional voice tapes message for each stop on plant tour for B & H employees and their families. Recordings speeded the tour and eliminated problem of guides' learning their lines.

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#### How Can So Many Good Companies Do So Poorly? by Ed Grief, Partner, Banner & Grief

26

Odds are 50 to one that your company misses the boat on public relations at industrial shows. Read this article to see what a professional recommends to make your exhibit pay off more.

### RESORT MEETING

#### G-E Takes No Chances with Las Vegas Trip

36

General Electric capitalizes on glamor of Las Vegas with no gambling problems. Secret is advance planning and honest approach.

### SPEAKERS

#### If You Want to Treat Your Speaker Right, by C. J. Carney, Jr., Managing Director, Society of Industrial Packaging and Materials Handling Engineers

56

Dozens of tips on the right way to invite and handle speakers. How to word the invitation, what arrangements to make, and what to tell the speaker in advance about your group are discussed.

### VISUAL AIDS

#### Why and How to Use Charts

92

Charts can help to keep your audience's eyes and attention on you and your message. Important thing to decide is what charts are best suited for your purpose. Poorly planned visual aid is worse than none.

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MAGAZINE

EXECUTIVE OFFICES, 1212 Chestnut St.  
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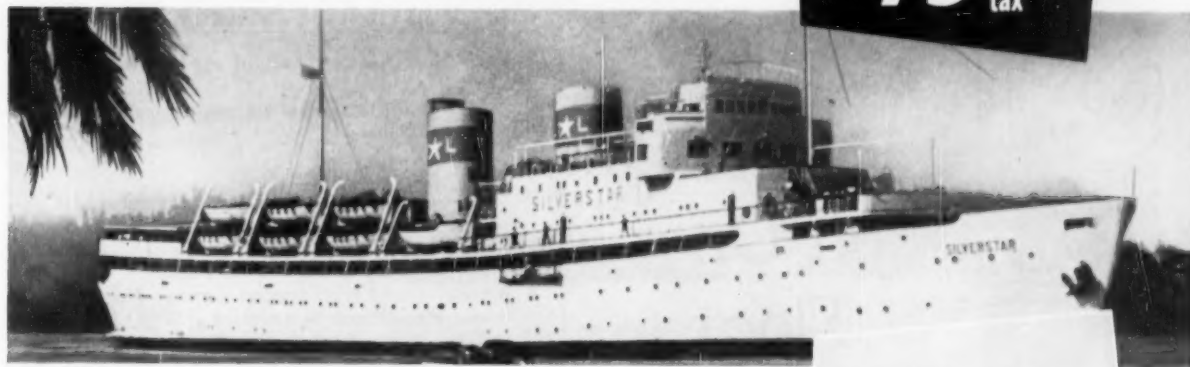
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SM/JANUARY 4, 1957

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## Facilities Roundup

New Facilities Being  
Built for Conventions

### POINT CLEAR, ALA.

Grand Hotel announces completion of the Lagoon Room, new 3,000 sq. ft. meeting room, at an estimated cost of more than \$200,000. On the second floor, room boasts independent air-conditioning system, plus special elevator to first floor kitchen to speed banquet service. Stage, built in sections, can be extended into a long platform for speakers platform. Sound is evenly distributed through eight speakers, installed above ceiling tile with microphone outlets located throughout the room.

### NASSAU

New convention hall at **Fort Montagu Beach** seats 800 and can be partitioned off into smaller rooms. Adjoining conference room for 100 is supplemented by four private meeting rooms for 10 to 250 in the main hotel building.

### KANSAS CITY, MO.

Hotel Muehlebach adds large banquet hall for 2,000, dining room and exhibition hall with remodeling program for adjoining theater, acquired last January. Improvements will more than double hotel's present dining room capacity. Exhibition area will be in basement. Moving stairways will connect exhibition hall with banquet rooms.

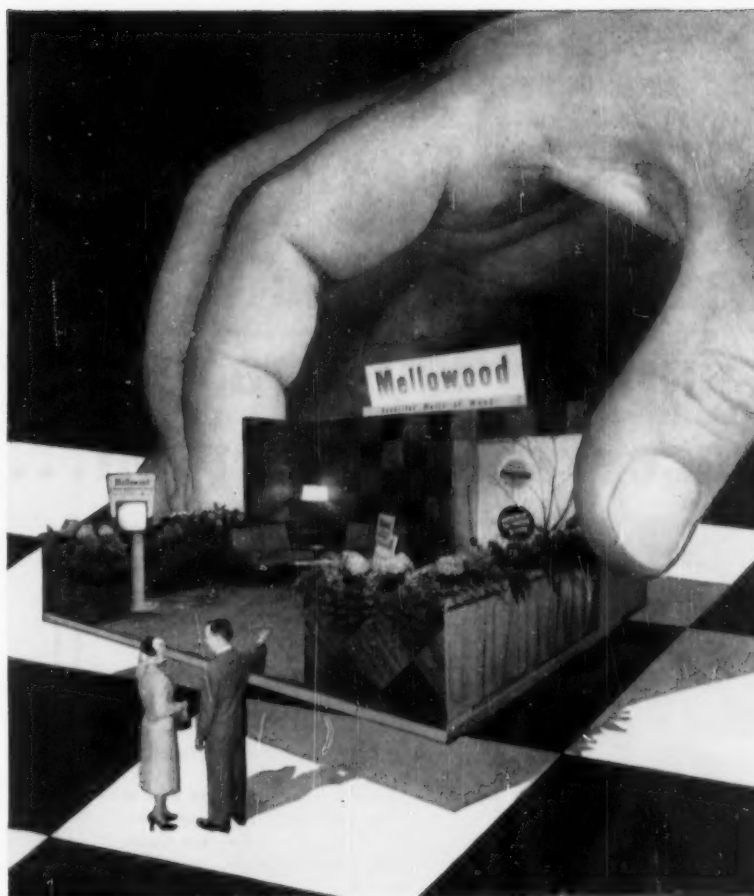
### PALM SPRINGS, CAL.

Construction of \$4,500,000 **Desert Inn Shopping Center and Hotel** is scheduled to get underway April 15, Desert Inn Corp. announces. New development will cover 20 acres, featuring five story, 250-room hotel. Present plans call for shopping center, restaurant night club and theatre. Parking for 1,000 cars will be available. Present Desert Inn is being demolished to make way for the center.

### CHICAGO

Hilton Hotels Corp. will spend \$3 million to completely air condition the **Conrad Hilton Hotel**. Gigantic project, billed as largest in the industry, is expected to be completed by September, 1957.

SM/JANUARY 4, 1957



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# 21

## reasons why Vic Giles can help you arrange a successful convention...



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Director of Sales

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- THE LINCOLN, Scottsbluff, Nebraska
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VICTOR J. GILES, Director of Sales

RICHARD B. BRAINE, Convention Manager • JACK SYRETT, Sales Promotion Manager

## FACILITIES ROUNDUP

continued

### MIAMI

Peninsular & Occidental Steamship Co. will offer service to Nassau from Miami on a weekly basis after January 4. Boat will leave Miami on Friday evening, arriving at Nassau early Saturday morning and will leave Nassau Sunday evening.

### MIAMI BEACH

President Madison Hotel announces completion of a \$1 million modernization program. The 206-room hotel features central air conditioning, with individual temperature controls in each room. Additions include Olympic size swimming pool, sundeck area, and barber and beauty shops.

### OCEAN SPRING, MD.

Large convention hall and amusement pier will be partially financed by sales of \$2 million worth of securities. Structure will be 600 feet long, 180 feet wide and three decks high. It will feature convention hall, ballroom, restaurant-night club, rooming facilities and other facilities. Ultimate construction cost is estimated at \$4.5 million, plus \$175,000 for furnishings and equipment.

### GUATEMALA

Newly formed Guatemala Hotel Corp. discloses plans for an ultra modern hotel in Guatemala City. Intercontinental Hotels Corp., will provide design and construction assistance and will operate the hotel upon completion.

### HONOLULU

Henry J. Kaiser, developer of Hawaiian Village, announces plans for new 14-story \$1-million hotel building, plus a convention hall for 1,000. With new building, Hawaiian Village, 18-acre development of cottages, apartments and lanais, will add 260 rooms, plus bar and supper club. Entire development is under the operation of Western Hotels.

### SAVANNAH, GA.

Auditorium for 1,200 is among improvements to be made at the General Oglethorpe hotel, officials announce. Auditorium will be an extension of present Crystall ballroom. Also planned are 50-room building, artificial sand beach and beauty and barber shops.

## DENVER

Brown Palace Hotel will double guest room accommodations for total of 550 to 600 rooms, with new addition, to be built across the street, announces C. K. Boettcher, president, Boettcher Realty Company, owners of the hotel. Overall expansion program will cost about \$7 million. Overpass will connect addition to main building. Underground tunnel is planned for service, pending clearance from city authorities. One entire floor of the new building will be devoted to meeting and banquet rooms, says Charles O'Toole, manager. Completion is expected by May, 1958.

## LOUISVILLE

Moving to provide accommodations for conventions and groups using its facilities, Kentucky State Fair and Exposition Center announces plans for 250-room motor hotel located on center grounds. Director H. Clyde Reeves, while welcoming increased facilities, called for development of a 1,500-room hotel to house visitors.

## GALVESTON

Construction of new Moody Convention Center is well under way with completion expected by May, 1957. Built by National Hotel Co., structure is designed for conventions, exhibitions and shows. Ground floor of the hall will be 31,000 sq. ft., accommodating 2,500 for banquets and 3,500 for meetings. Escalators, stairs and outside auto ramp connect with the second floor. Six private meeting rooms and a kitchen are planned. New Center is being built between the Buccaneer and Galvez Hotels, both owned by National Hotel Co.

## CORRECTIONS

In Convention Facilities Issue, Nov. 16, convention season of Fort Sumter Hotel, page 140, should read, "All year, except March 10 to April 15."

Same issue, page 28, Disneyland Hotel has 190 rooms available instead of 19. Convention season of Boca Raton Club & Hotel, page 45, is from early October to late May, except January 10 to March 20. Rate of \$65 to \$85 is for suites, not parlors, as quoted.

Correct rate for single rooms at Dinkler-Andrew Jackson, page 142, is "from \$5.50," not \$15.

On Page 43 Roger Smith Hotel should have been listed under Waterbury, Conn., and on page 124, Roger Smith Hotel should have been listed under White Plains, N. Y.

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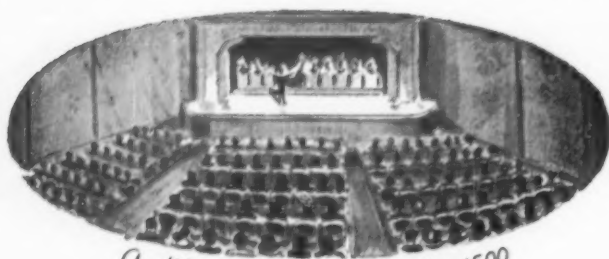
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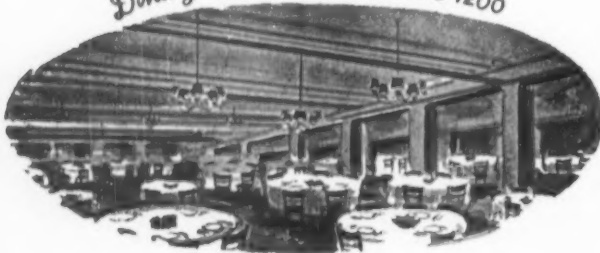
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## MEETING & SHOW NEWS

### Teleprompter Buys Sheraton TV

Teleprompter Corp., New York City, announces acquisition of the closed-circuit television subsidiary of Sheraton Corp. of America. Price was not released.

Sale marks Teleprompter's entrance into the closed-circuit television field, covering equipment, transmitting, staging and overall production. Plans to install large screen TV equipment in Sheraton Hotels and other locations are underway at estimated cost of \$500,000.

### New Ideas Show Postponed

First National Expositions of New Industrial Products, Methods and Ideas, yet to get off the ground, has been postponed until the completion of Detroit's new Convention and Exposition Building. Detroit's present facilities were found to be inadequate as plans for the show unfolded, show management reports.

Show spokesman called for at least one new hotel—preferably two—to "house the influx of visitors expected for an exposition of this nature."

### Materials Handling Show Coming East

National Materials Handling Exposition returns to the East after four-year interval when it moves into Philadelphia's Convention Hall, April 29-May 3. Last show was held in Chicago in 1955.

More than 180 companies have already reserved space with total expected to top 250, according to show officials.

Theme of the show will be "Materials Handling, Key to Automation." American Material Handling Society plans conferences on the subject to run concurrent with the show.

### Court Okays New Chicago Hall

New convention and exhibit hall for Chicago seems almost a certainty. Illinois Supreme Court has upheld legislation which created the Metropolitan Fair and Exposition Authority and gave it the power to issue revenue bonds. Bonds will be backed by Cook County's share of a 1% tax on pari-mutuel betting at Illinois race tracks.

Authority, concerned with the rise of new and bigger convention halls across the country, plans the "world's greatest exposition center."

### Hotel Rarity: Long-Time Sales Exec

One of the rarest things to be found in hotels today seems to be a sales executive with long job tenure. That's why it's news when a convention and sales manager, Mrs. N. Meisner, Edgewater Gulf Hotel, Gulfport, Miss., receives a gold service pin for 20 years on the job.

"Must be the climate," says her boss, A. P. Shoemaker, manager. "I've been here 26 years myself."



## Garden Show—Armory to Coliseum

National Garden Supply Show, originally scheduled for Kingsbridge Armory, New York City, in mid-January will be held in the New York Coliseum, Feb. 17-19.

Heavy attendance expected at NGS course in "Retail Sales Management" made the move necessary, say officials. Same course offered at the Chicago show drew nearly 800 dealers. "Usually you can't expect more than 200 or 300 participants at an educational program like this, but our experience in Chicago proved that the industry is ready, waiting and eager for practical information," says D. Murray Franklin, publisher, *Garden Supply Merchandiser*, industry trade journal.

## Hotels, Halls Turn Down Red Parley

Plans for the national Communist Party convention are still on, say party officials, although they can't find a hotel willing to accept them. More than 20 hotels and halls have refused the convention, scheduled Feb. 9-12 in New York City.

## Sanberg New Exec VP for ASAE

Glenn B. Sanberg has been appointed executive vice-president of American Society of Association Executives, succeeding Reuel W. Elton who retired December 31. Sanberg has been a member of ASAE's executive committee since 1954. Before his new appointment Sanberg served as treasurer.

## Independent Housewares Up Space

Ninth annual Independent Housewares Exhibit will use eight full floors of exhibit rooms and booths when it moves into the Morrison Hotel, Chicago, Jan. 17-24.

Show will not be limited to strictly houseware items says Jules Karel, exhibit manager. "Trend today is for housewares buyers to be multiple buyers, in that they will buy for other departments and shop promotional items as well as merchandising the housewares field," he explains.

## Exhibit Builders to Make Survey

Development of an economics survey and an expanded public relations program were approved by Exhibit Producers & Designers Assn. at its national convention in Chicago.

New officers for this association of exhibit builders are: Harvey G. Stief, Harvey G. Stief, Inc., Cleveland, president; Robert Wetstein, Dyna-Graphic Displays, Inc., New York City, vice-president; Wendall P. Blanton, Ad-Craft, Inc., St. Louis, secretary; and Fred Kitzing, Kitzing Studios, Inc., Chicago, treasurer.

## AMA Schedules New Meeting

New division of American Management Association, organized to help research and engineering executives improve their understanding of management principles, has already scheduled 29 meetings for the first half of 1957. More than 1,700 industrial research and engineering executives are expected to attend.

Four large-scale national conferences are slated. First, on commercializing research results, will meet at Hotel Roosevelt, New York City, Jan. 10-11. Industry's role in atomic development will be the conference topic at Hotel Statler, New York City, Feb. 7-8.



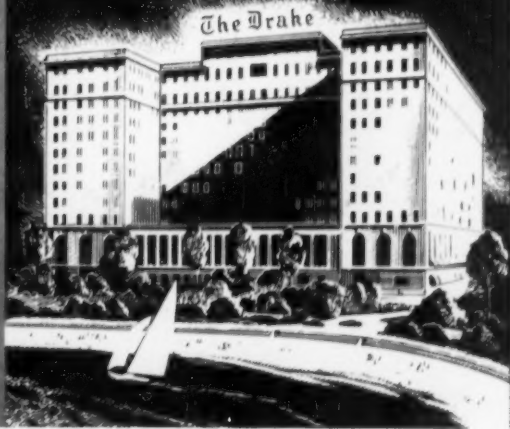
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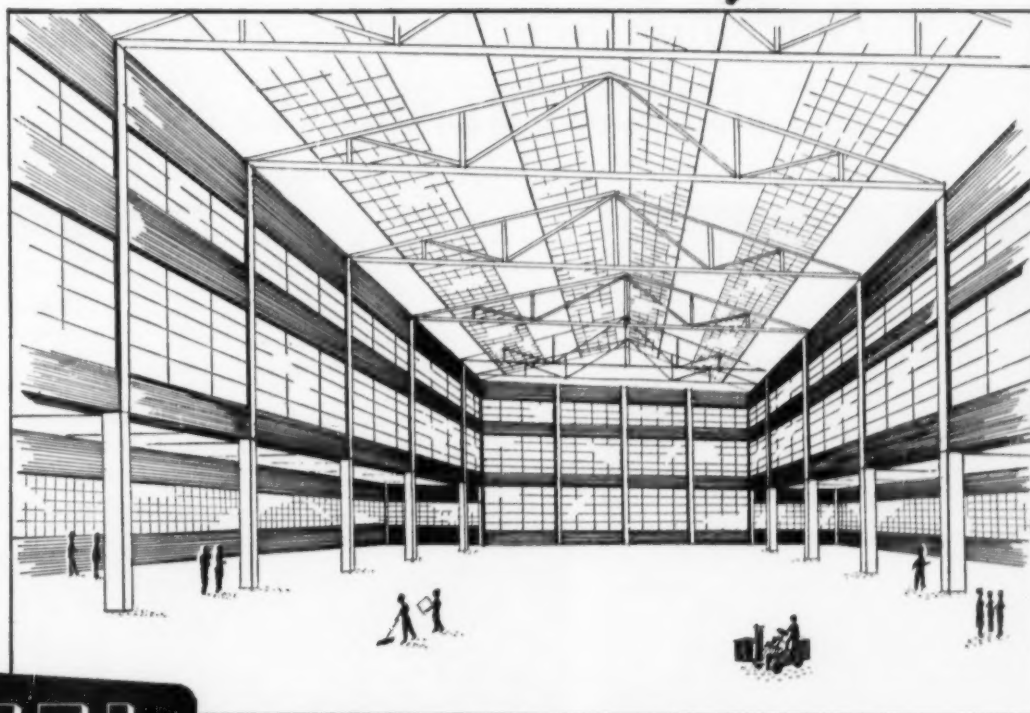




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"TREMENDOUS ACCEPTANCE", . . . "SMASH SUCCESS"! These were typical reactions to the Marlex exhibit at the National Plastics Exposition which was held at the N. Y. Coliseum. This traffic-stopping exhibit was created by GARDNER for the Phillips Chemical Company, a subsidiary of the Phillips Petroleum Company. It succeeded in two ways. First,

it introduced a new brand name to the industry with drama and sales "punch." Second, it stimulated the imagination of fabricators by illustrating many new uses with simplicity and realism.

Does *your* product or service enjoy its fair share of attention at trade shows? If not, just give your next exhibit problem to "Gardy"! He's got the "Magic Touch"!

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Yes . . . I'd like to know more about what "Gardy" can do for me. Please send me your booklet, "Drama and Action in Trade Show and Institutional Exhibits."

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**AMERICAN AIRLINES**

*America's Leading Airline*

January 4, 1957

**AS THE EDITORS SEE IT****"As a meeting planner, you're a lousy marketing man!"**

"You know, as a sales meeting planner, you're a lousy marketing man!"

That's the way the old salesman began as he was making his last farewells to his sales manager. The old salesman was retiring and before he left he wanted to set his boss straight on something that had been bothering him for 37 years.

**"Just one thing before I go," said the old drummer, "why don't you treat salesmen like people?"**

"What do you mean, Alf?" asked the sales manager. "I'm sure our salesmen get every kind of consideration, are well paid—certainly as well as competition's men. What do you mean we don't treat you like people?"

"I mean us as a market," Alf struggled to explain.

This boy's really slipping—getting out none too soon, thought the sales manager. The SM's quizzical look prompted the old salesman to try again.

"I mean about our meetings."

"Yes, Alf?"

"Well, look at it this way," said the old hand. "You must spend half a million bucks a year to study users of our appliances. You know from research what consumers prefer before you select final colors. You ask them which types of knobs they like best. You find out what shape is most convenient, which they can use to best advantage. You try to learn every whim, need and desire of every potential customer."

"Just what are you driving at?" broke in the SM.

**"It's just this," Alf tried to explain, "when it comes to your sales-meeting customers—the salesmen who have to 'buy' your story—why don't you first find out what we want or need?"**

"Why don't you learn to treat us salesmen like people?" snapped the old salesman as he clamped his hat on his head and started for the door.

"Now wait a minute, Alf!" shouted the sales manager. "Say that again."

"I just had to get it off my chest and I said it; that's all," said Alf as he reached for the doorknob, turned it and left.

"Well, I'll be damned," said the SM half aloud. "He's right, and I never thought of it!"

Slowly in his mind the sales executive compared the intensive market research studies made of consumers with the feeble efforts made to learn what salesmen wanted or need to get at a sales meeting.

What he realized, like a blinding flash, is that nobody ever considered what the salesman felt he wanted or needed. Every meeting was based on what the company wanted the salesman to have—what the company thought was best for him. And there is a mighty big difference!

Compare it with consumers' wants. Knobs on top, mechanically, might be inferior to knobs on the side. But, they go on top if consumers prefer it that way. You know it's best on the side but you don't buck your market.

With salesmen, it's different. You seldom take time to learn what they really want. You give them what you believe is best for them—and you often miss.

That's the point Alf tried to make, and he wasn't off base.

Recently some topflight sales managers were somewhat surprised when they heard a tape-recorded interview with their salesmen to discover how much their salesmen dislike about their meetings and what was wanted. A simple thing like an 18-minute taped interview with four salesmen opened the eyes of over 30 sales executives. Perhaps for the first time they got the salesmen's needs and wants at meetings crystalized.

Of course, you just can't rush out and ask your men what they need or want. They are inclined to tell you what they believe you want to hear. But, it might be a good idea to let a trained interviewer do it for you, to start.

Your treating your salesmen like a customer for your product—when you plan a sales meeting—may produce an entirely new kind of meeting for you. It may not be the same as any you have ever wanted to plan—but, on the other hand, it may get results that you never enjoyed either.

For one thing, if you give salesmen what they feel they need, you will solve the problem of always hunting for a new theme, a new stunt or gimmick to tack on to your meeting. Salesmen like a good time and to have fun, but they'd prefer to have some real "meat" to take home from a meeting—ideas that they can put to work to do a better job.

Through questionnaires, interviews, study of field reports and with a new look at the problem, you can start running meetings to fit your market—your salesmen.

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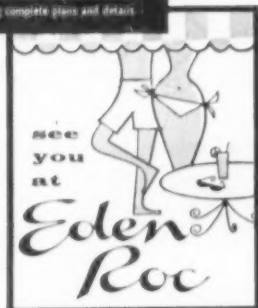
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## Consider this planning sequence:

### STEP 1

#### What do we want to accomplish this year?

List specific objectives of your organization or group. Find out what participants want. Pin this down before you give any thought as to "How" to do the job.

### STEP 2

**What sort of affair is called for?** According to tradition you may always hold a convention. But maybe a host of new problems facing the membership would make a Work Conference more practical.

### STEP 3

**What sub-groupings should we have?** If you've analyzed the needs of your participants and know the detail objectives—hence something about the content—ask yourself what combinations of people would be best. For example, maybe you've tried to do too much in general sessions before. A number of different audience minorities would be better served by "Special Interest" or "Occupational Groups." (see charts)

### STEP 4

**What presentation methods should we use?** Here again you should first determine the objectives for the session. Then ask yourself how this can best be communicated, and what the audience's interest is. Finally consider methods: If you wish to get a lot of complex information across in a hurry, a speaker with visuals is probably best. But maybe your objective is to get the audience all fired up over an issue—so they'll carry on lively discussions in subsequent sessions. Here a "Situation Presentation" would do the job.

### STEP 5

**How to get the audience more involved?** This is a final important question which is answered by such techniques as listening teams, section meetings, reaction panels, etc. A subsequent article will list and describe their use.

## For the Modern Meeting Planner:

# Guide to Styles, Groups, Methods

BY HUGH GYLLENHAAL

Senior Associate, Conference Counselors\*

We, the people who plan for the assembling and mixing of large quantities of human beings in what we loosely term "conventions", "conferences", "workshops", etc., may be confusing our public and each other by not defining the many terms of our "trade". Thus, we may not be using as wide a variety of meeting techniques as we could be.

A host of valuable new techniques have come along to help us during the past few years but we haven't kept clear their proper label, description and use. This doesn't mean that all meeting methods can or should be neatly typed and pigeon-holed. There's plenty of room for new methods and for variations on old ones. But where there is an established method, why not pin it down and agree on its name and use.

One cause of our confusion has been an over-emphasis on new techniques

and methods. A new one comes along and we (1) try to use it to solve all our meeting problems including some that it was never intended for or (2) we stretch the techniques label to cover really different methods. Thus "Phillips 66" was used in many ways not best suited for this technique, and many different things were done which were erroneously called "Phillips 66." "Brainstorming" is our most recent example: A useful but limited technique, it is being applied too widely. On the other hand, this intriguing term is being used to cover

some widely different goings-on which are not "brainstorming" at all.

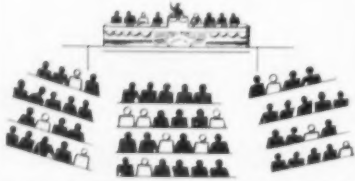
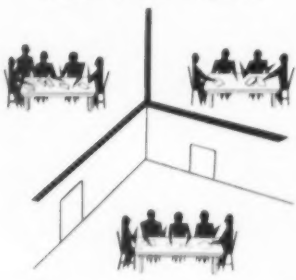
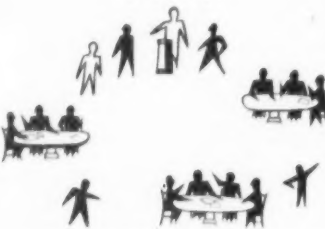
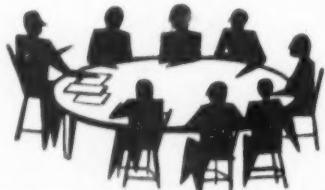
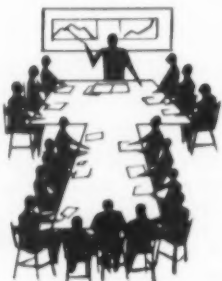
On the following pages we've tried to name and describe the majority of current meeting terms, as (we believe) most of us are defining them today. (Universal agreement is not likely. But maybe we can move a little way in the direction of standardization.) A note of caution: as meeting planners, let's try to de-emphasize the "cure-all" technique. We're better off to start with the problem, and then look for a suitable method.

## TEST YOUR PLANNING AGAINST THIS GUIDE

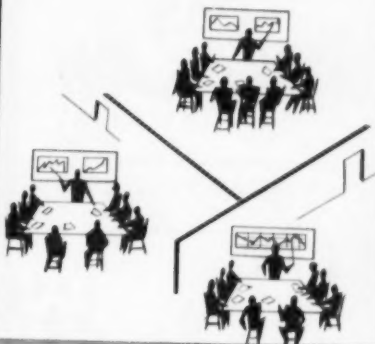
1. Are you familiar with all these meeting methods?
2. Do any of them better suit your needs than ones you are using presently?
3. What new methods might improve your next large meeting?

\*New York City

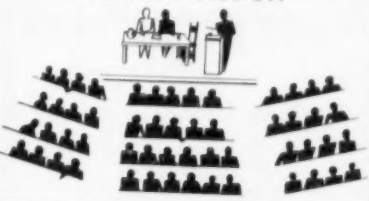
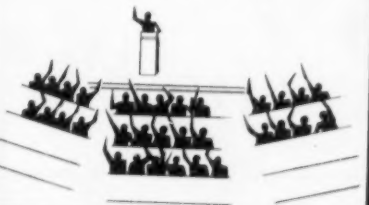


## TYPE OF MEETING

| If This Is Your Purpose<br>▼  | This Type<br>▼   | Has These Features<br>▼   |
|---|--|---|
| To hold official meeting of organization with annual reports, etc.          | <p style="text-align: center;">CONVENTION</p>       | <ul style="list-style-type: none"> <li>▲ usually general session plus committee meetings</li> <li>▲ mostly information-giving and voting on official business</li> <li>▲ generally accepted traditional form of annual meeting</li> </ul> |
| To plan, get facts, solve organization and member problems                  | <p style="text-align: center;">WORK CONFERENCE</p>  | <ul style="list-style-type: none"> <li>▲ general sessions and face-to-face groups (15 or less)</li> <li>▲ usually high participation</li> <li>▲ provides more flexible means for doing organization's work</li> </ul>                     |
| To train each other to gain new knowledge, skills or insights into problems | <p style="text-align: center;">WORKSHOP</p>        | <ul style="list-style-type: none"> <li>▲ general sessions and fact-to-face groups</li> <li>▲ participants are also "trainers"</li> <li>▲ trainers can be brought in; too</li> </ul>   |
| To share experience among "experts"   | <p style="text-align: center;">SEMINAR</p>        | <ul style="list-style-type: none"> <li>▲ usually one face-to-face group</li> <li>▲ discussion leader also provides expert information</li> </ul>  |
| To train in one particular subject  | <p style="text-align: center;">CLINIC</p>         | <ul style="list-style-type: none"> <li>▲ usually face-to-face group but may have general sessions</li> <li>▲ staff provides most of training resources</li> </ul>   |










| If This Is Your Purpose             | This Type  | Has These Features  |
|-------------------------------------|--|---|
| To train in one or several subjects | <p data-bbox="661 300 768 326">INSTITUTE</p>  | <ul style="list-style-type: none"> <li>▲ general sessions and face-to-face groups</li> <li>▲ staff provides most of training resources</li> </ul> |

## KINDS OF GROUPINGS

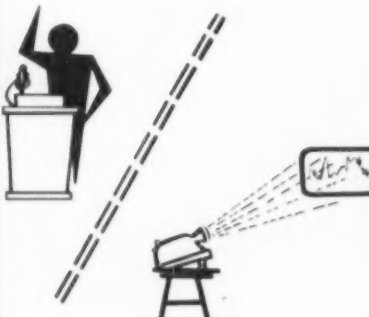
|  |  |  |
|--|--|--|
| To give orientation or information to total group, transact official business                            | <p data-bbox="598 850 802 876">GENERAL SESSION</p>             | <ul style="list-style-type: none"> <li>▲ includes total meeting group</li> <li>▲ useful for demonstrations, speeches, lectures, films</li> <li>▲ can be sub-divided for limited face-to-face group activities</li> </ul> |
| To take official action  | <p data-bbox="595 1109 795 1135">PLENARY SESSION</p>          | <ul style="list-style-type: none"> <li>▲ includes voting members only</li> <li>▲ takes care of official business</li> </ul>  |
| To work on specific problem—produce facts, findings, recommendations or actions                          | <p data-bbox="598 1393 773 1419">WORK GROUPS</p>              | <ul style="list-style-type: none"> <li>▲ mixed membership from total group—10 to 15 per group—to permit efficient operation</li> <li>▲ may meet once or several times</li> <li>▲ report usually expected</li> </ul>      |
| To consider special interests of various members by means of exchange of opinions, experience, and ideas | <p data-bbox="531 1572 828 1606">SPECIAL INTEREST GROUPS</p>  | <ul style="list-style-type: none"> <li>▲ composed of those interested in subject</li> <li>▲ usually no action required, but findings may be reported</li> <li>▲ size varies widely; best if kept small</li> </ul>        |

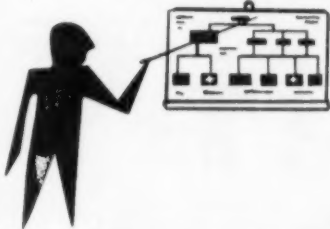

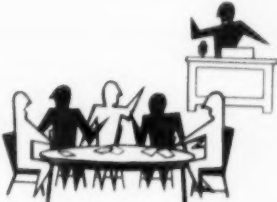
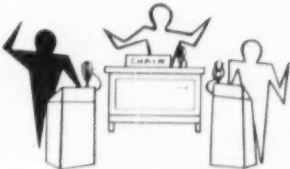

### EXAMPLE:


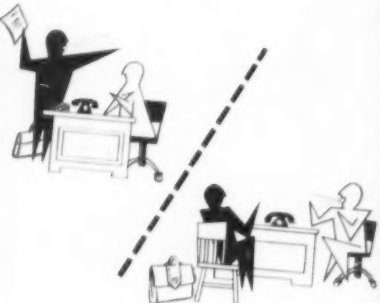
"Let's plan our golf tournament."  
 "How can we get more members interested in this banquet."  
 "Can we get an expert on this subject to address us?"

| <b>If This Is Your Purpose</b><br>  | <b>This Type</b><br>            | <b>Has These Features</b><br>  |
|--|--|---|
| <p>To consider special interests of members with similar on-the-job situation</p> <p>EXAMPLES:<br/>           "As salesmen, we should . . ."<br/>           "Just among us dealers, I think . . ."<br/>           "We trainers need to do something about . . ."</p> | <p>OCCUPATIONAL GROUPS</p>      | <ul style="list-style-type: none"> <li>▲ composed of those interested, with similar on-the-job problems</li> <li>▲ usually no action required, but findings may be reported</li> <li>▲ size varies widely; best if kept small</li> </ul>              |
| <p>To apply new information, or new skills, to practical situations</p> <p>EXAMPLE:<br/>           "Let's try out this new approach we just learned—in a home office situation."</p>   | <p>APPLICATION GROUPS</p>       | <ul style="list-style-type: none"> <li>▲ mixed membership from total group, or by occupational interest</li> <li>▲ may use trainer to suggest practice methods</li> <li>▲ usually no more than 10</li> <li>▲ no reporting</li> </ul>                  |
| <p>To help new members get acquainted, explain conference mechanics and plan of operation</p> <p>EXAMPLES:<br/>           "What about getting mail?"<br/>           "Where can we go after hours?"<br/>           "What's the schedule?"</p>                         | <p>ORIENTATION GROUPS</p>       | <ul style="list-style-type: none"> <li>▲ mixed membership from total group</li> <li>▲ member of planning staff as resource on all questions and to help them get acquainted</li> <li>▲ exists for brief period at start of conference only</li> </ul> |
| <p>To give participants opportunities to react, make suggestions, etc.</p> <p>EXAMPLES:<br/>           "What happened in the other sessions?"<br/>           "Did it confuse you, too?"<br/>           "I think it's a fine conference."</p>                         | <p>OFF-THE-RECORD GROUPS</p>  | <ul style="list-style-type: none"> <li>▲ mixed membership from total group</li> <li>▲ officially scheduled "bull session"</li> <li>▲ no reporting but is informal channel to conference staff</li> </ul>  |

## PRESENTATION METHODS

|   |   |  |
|---|---|--|
| <p>To present expert information, provide inspiration, give a point of view</p> | <p>SPEECH or FILM</p>  | <ul style="list-style-type: none"> <li>▲ communicates greater volume of factual information</li> <li>▲ useful for symbolic leadership of the organization</li> </ul> |
|---|---|--|

| If This Is Your Purpose<br>▼   | This Method<br>▼  | Has These Features<br>▼   |
|--|---|---|
| To present complex technical info, such as organization structure, processes, etc. | <p data-bbox="595 304 857 330">SPEAKER WITH VISUALS</p>        | <ul style="list-style-type: none"> <li>▲ more thorough and more certain communication but slower and more costly</li> <li>▲ usually creates greater interest than speaker only</li> </ul>   |
| To present information from several points of view                                 | <p data-bbox="658 614 792 640">SYMPOSIUM</p>                   | <ul style="list-style-type: none"> <li>▲ two or more speakers—each usually makes short talk</li> <li>▲ speakers can help audience get full understanding of specific subject</li> <li>▲ chairman summarizes and directs questions</li> <li>▲ audience usually does not participate verbally</li> </ul>                              |
| To present information, often controversial, from several points of view           | <p data-bbox="688 932 762 958">PANEL</p>                      | <ul style="list-style-type: none"> <li>▲ panel participates — each states views and holds discussion with one another</li> <li>▲ panel members usually rehearse briefly</li> <li>▲ discussion is guided by moderator</li> <li>▲ questions and commentary with audience</li> </ul>   |
| To develop several opposing sides of an issue                                      | <p data-bbox="679 1242 762 1268">FORUM</p>                   | <ul style="list-style-type: none"> <li>▲ two or more speakers take opposing sides on an issue; address audience rather than each other</li> <li>▲ moderator summarizes points of view and leads discussion</li> <li>▲ audience usually limited to asking questions</li> </ul>   |
| To help audience analyze individual or group action in "natural" setting           | <p data-bbox="569 1552 866 1578">SITUATION PRESENTATION</p>  | <ul style="list-style-type: none"> <li>▲ members of group present role play, vignette or case-study (example: showing problems of coordination in staff meeting)</li> <li>▲ commentator may call attention to specific points as play progresses</li> <li>▲ audience gains a common experience for discussion afterwards</li> </ul> |

| If This Is Your Purpose<br>▼   | This Method<br>▼   | Has These Features<br>▼   |
|--|--|---|
| To dramatize the outer or inner forces that clash in a human situation | <p>CONFLICT PRESENTATION</p>  | <ul style="list-style-type: none"> <li>▲ members of group present role play or staged skits</li> <li>▲ "ghost voice" or "alter ego" talks out loud to show inner thoughts of each character (example: outside pressures on two people in conflict)</li> <li>▲ audience gains insights into problems through emotional appeal</li> </ul> |
| To demonstrate techniques or skills and show relative effectiveness    | <p>SKILL PRESENTATION</p>     | <ul style="list-style-type: none"> <li>▲ members of group (or live actors) demonstrate several ways of handling a situation (example: ways to sell difficult customer)</li> <li>▲ audience observes, discusses advantages and disadvantages of various approaches</li> </ul>  |

Juggling's not nearly as easy as it looks . . . especially when you're juggling the display materials you're going to show in the various conventions, expositions and trade fairs. It takes a lot of experience not to drop the ball. That's why you'd be smart to call Railway Express. For Railway Express has had years of experience, working closely with many companies, in delivering displays and materials to exhibition halls all over the country.

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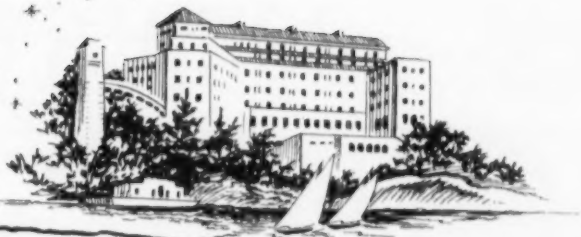


EVER TRY  
JUGGLING ?



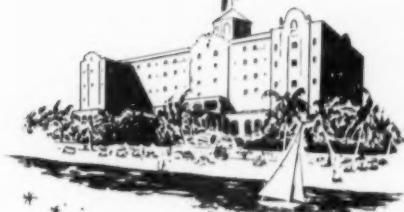
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5 Streamlined Settings for ★ BUSINESS MEETINGS ★ TRAVEL INCENTIVES ★ CONVENTIONS

SM/JANUARY 4, 1957

## How Can So Many Good Companies Do So Poorly?

Odds are 50 to one that your company misses the boat on most public relations opportunities at shows. Few tap the potential in publicity. Here's how to improve your odds.

BY ED GREIF

Partner, Banner & Greif\*

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*From an address before luncheon meeting of Exhibitors Advisory Council, New York City.*

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At an average industrial exposition, with hundreds of exhibiting companies, there are hardly a half-dozen—sometimes less—who take advantage of the public relations potential in a major industrial event.

And so, I ask you to consider some basic concepts of public relations activity as they relate to industrial expositions.

Let's start with the old days. Most industrial expositions began largely as public relations efforts. No one expected to sell goods at these annual get-togethers. It was mostly a matter of good fellowship and "being represented" because competition was represented there, too.

Great amounts of money were spent on entertainment and, even if results in terms of dollars and cents were small, it was believed that participation built the company's prestige.

We have come a long way from that concept of the role of an exhibit. But somewhere along the line, we have jumped the gap from 100% attention to public relations to 0%. It's time we recovered our sense of balance. It's time for the pendulum to swing back to center.

I want to point out quickly that a return to the big, drunken brawls of the past is not my idea of progress. There have been a few advances in public relations thinking, too, since those days.

What is needed, in my earnest opinion, is a recognition that the industrial exposition is the major gath-

\*Public relations counsel, New York City

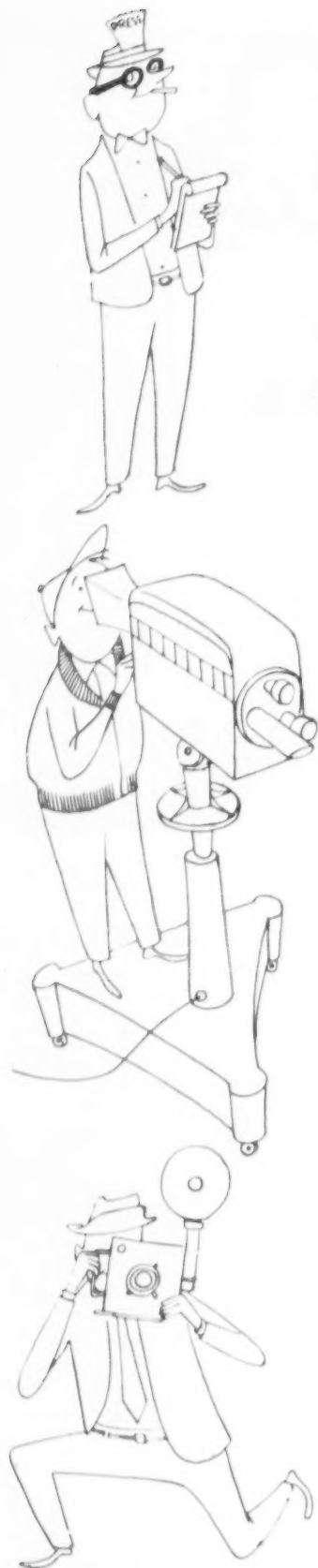
ering place of an entire industry and that good relations are built or dissipated there. Customers, prospects, editors, bankers, suppliers and competitors are present. Their combined opinion represents the most important asset a company has.

This opinion cannot be named or measured precisely. In bookkeeping parlance, it is called "goodwill" and carried on the books at one dollar, but its true value lies in the difference between the worth of a going company's assets and the amount they will bring on the auction block at a liquidation sale.

Let me point out the obvious: An exhibit really performs two major functions.

One is a straight sales function and the other is a public relations function. On the one hand, your company is conducting an exhibit in order to sell its products right then and there—or at least to produce an active inquiry which will result in a sale shortly thereafter.

On the other hand, however—and as I don't have to point out—the vast majority of people at any show are not going to be immediate buyers. What about them? It is these people who constitute the audience for your public relations effort and it is my point that you are neglecting them.

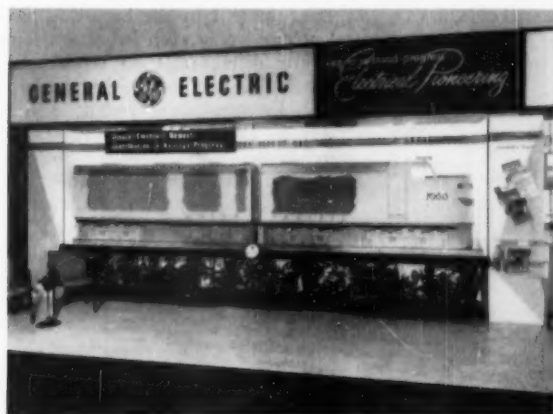


# EXHIBIT PARADE

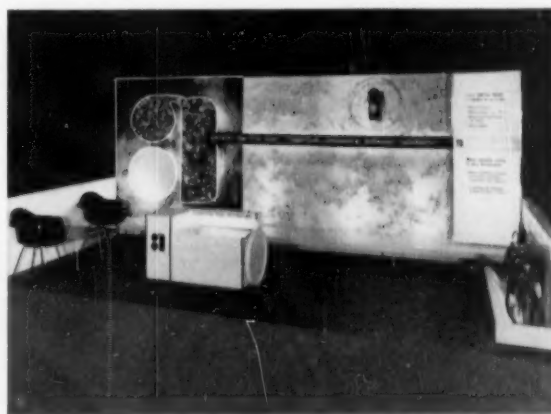


Convention Exhibits • Commercial Interiors • Merchandising Displays • Sales Presentations • Models • Dioramas • Animations

No. 4

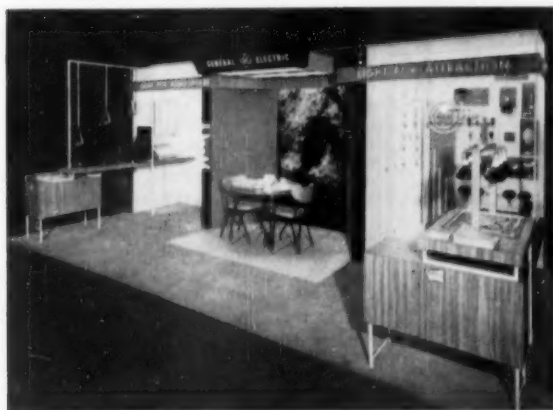


**A LOCOMOTIVE THAT TALKS** is being used by General Electric Co. to introduce their new gas turbine locomotive. A push-button starts the action, each operating part of the locomotive lighting up in turn through scrim-covered "windows" in the side of a three-dimensional mock-up. Speakers behind each window allow each element to speak for itself. The action and sound are controlled in perfect synchronization by "Robotape", an ingenious device which plays the recorded sound and simultaneously regulates the electrical action of lights and speakers.



**PEOPLE ARE IMPORTANT.** Ansul Chemical Company says "people are the real competitive difference between products..." in this unusual, attention-compelling exhibit that sells both the Ansul Company and its fire protection products effectively at the National Safety Show.

The trademark "a" at left is silhouetted by lights that illuminate a brightly colored fire photomural. Front counter houses 5 sided drum, manually operated, that illustrates fire protection equipment and serves as literature request box.



**See the LIGHT?** Many customers did, by flicking switches and turning dimmer controls in this General Electric lamp exhibit at the National Restaurant Show. The advantages of proper lighting and possibilities for dramatic lighting were convincingly demonstrated in "Light for Atmosphere" and "Light for Attraction" special settings.



**FIRST PRIZE WINNER.** This exhibit for CRANE plumbing and heating products received an award for excellence of a technical exhibit in the 200 square feet or under category at the recent American Hospital Association Convention. We're happy for Crane Co. and proud to say we have served Crane for over 20 years.

**g**eneral exhibits and displays inc.  
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There are many differences between your approach to these people through your advertising on the printed page and by direct mail, and your effect on them at an exhibit. I shall not try here to list all differences, but I think I can name an important one:

### Gets Impression

You are meeting the man face to face. He is getting an impression which is totally different from that

derived from the printed page. The visitor will get an impression of your company which will last for years and years.

If you offend him by indifference, if you give him an answer which fails to meet his needs, if your booth personnel are lounging around while others appear busy, he will come away with an impression of your company that will be difficult to overcome for a long time.

Let's take a typical case: A young engineer whose job it is to assist the

production manager comes to a show. Maybe the plant has a particular problem with maintaining a proper temperature at the warehouse and he is going to recommend installation of some automatic doors which open and close electronically.

He has probably been reading about this equipment in the business publications and may even have seen some of your direct mail on the subject. But, chances are about 20 to one that your salesmen never heard of him. Even if they know the company's purchasing agent, they probably haven't met this young engineer.

When he steps on the floor of a good-sized show, he is dazzled by all that it offers. First off, he will probably tour the floor looking for automatic doors and chances are excellent that he will get first-rate treatment when he stops at a booth selling automatic doors. Booth personnel will spot him as a hot prospect and almost certainly he will come away with some valuable information and a few dates back at the plant for more elaborate discussions.

### Curiosity Seeker

Now that same man, having finished his primary business, suddenly changes character from a hot prospect to a curiosity seeker. He is young and doesn't look very important and the attitude of booth personnel changes, too.

If the attitude of your booth personnel is primarily geared for sales, and is only remotely concerned with general public relations effectiveness on the audience, that young but important man is going to come away with an unfavorable impression of your company which may ultimately cost thousands of dollars in sales.

I have cited the example of the young engineer because he shows most sharply how easy it is to make a mistake when evaluating the importance of a visitor. "Curiosity seeker" is a phrase too often used and too little understood. Surveys taken of exposition visitors indicate that the majority of them come principally to keep abreast of developments in the field, with nothing specific in mind.

They are sharp-minded men who are never satisfied with the extent of their knowledge. They are men who want to keep ahead of their problems. They are men who want to know where to go when they haven't got the answers themselves. They are the "curiosity seekers."

They are either leaders in the busi-



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**EXPERIENCED HOSTS**—The major resort cities of Florida are expert hosts with years of experience in entertaining large numbers of visitors. Their hotels and business places are keyed to handling peak-loads over short periods with ease. You'll find them adept at relieving you of burdening details, leaving you free to oversee more important planning.

**FREE COLOR-MOVIE AIDS**—Colorful, spectacular Florida is portrayed in several professionally prepared films and they are yours for showing to your group to help build attendance interest. Also available is detailed information about convention sites and other data to aid in planning a Florida meeting or convention. Simply write on your business or association letterhead to:

**FLORIDA**  
... land of good living

State of Florida  
Room 1632-C  
Commission Building  
Tallahassee, Florida



ness or they are people who are going to come up fast.

In any well-run exposition, where even a minimum of screening is done at the door, everyone who comes to your booth is worthy of quick and courteous attention. Of course, in every large crowd, there will be a few exceptions. But you shouldn't concentrate your planning on the exceptions.

### Night-Time Crowd

I have been present at many large shows where some exhibitors shrug off a night-time crowd because most of those who attend during the evening are from the lower echelons of industry. Any young man, who spends his day at the plant, and is willing to devote his leisure time at night to study new industrial developments is a boy worth watching.

There is an old adage, which used to hang in many newspaper offices around the country, "Be Nice to the Copy Boy — He May Be Your Boss Tomorrow." It is one worth heeding in industrial show business, too.

Now, what I have been saying up to this point is not startling news to most seasoned exhibit managers. However, in the press of getting things done, compromises have to be made and usually they are resolved in favor of the sales factor rather than that of public relations.

I believe this is, like most compromises, a bad thing. However, I suggest a few directions which even a harassed and over-worked exhibit manager can take.

### Booth Selection

I am going to start with selection of the show and size of the booth. In terms of costs, the smallest percentage of total cost is the price you pay for booth space. Yet, three-quarters of the booths at an average show are badly overcrowded. No advertising manager in the country could hold his job if he tried to crowd as much material into a printed advertisement as the average exhibit manager tries to crowd into a booth. Compared to total costs of show going, the addition of even 50% of booth space would add little to the cost. But a spacious, friendly booth where a visitor does not get the feeling that he is imposing by entering, lends much to the impression carried away by that visitor.

A little crowding doesn't hurt. As a matter of fact, I, for one, am convinced that a little crowding helps a show. But there is the matter of de-

gree. The visitor wants to see your machine in action. He wants to tinker with it himself. That is the essence of the three-dimensional medium with which you are dealing. And if you haven't enough space to let a visitor do that comfortably, you are going to send him back with a bad impression of your company.

Surely, all of you have noticed how frequently visitors stand in the aisle and refuse to enter a booth. One of the reasons is that the booth is small. There is an axiom in advertising to

the effect that you don't use a quarter-page ad to sell a Cadillac. I don't believe that axiom applies with full force to the exposition field, but I do suggest that it is worthy of consideration.

Secondly, there is great need for consultation and coordination with other departments of the company. On dozens of occasions, I have heard an exhibit manager confess that the company had not made its decision on what would go into the booth until a week or two before the show.



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CHICAGO: 1210 Palmolive Bldg. DALLAS: Adolphus Hotel Arcade

TORONTO: 407 Victory Bldg.

This is such an extraordinary situation that I would hesitate to mention it to executives not concerned with exhibiting. It would not be believed. But I am sure that there is no lack of readers who will ruefully recall such instances from their own experience.

To build a proper exhibit with a view both to sales and public relations effectiveness takes months of planning—not just a few days. Certainly, everyone knows that exhibiting costs lots of money. How can planning be neglected in so expensive a medium?

### Create Excitement

To be sure, results are rich when the exhibit is a success but to be effective it must create excitement. Excitement must be stimulated long before the visitor comes to the show. Public relations activities must be well thought out. Advertising must be tied in. How can this be done without advance planning?

Let's consider advertising. Your company has just come out with a new model flagpole, that automatically will raise the flag at dawn and take it down at sunset, with a built-in wind machine which will keep it flying even if there is no breeze.

Your salesman can't tote it around in his dispatch-case. Your space advertising can't do justice to its dramatic quality. Your direct mail can't convince an engineer that its maintenance features are well thought out.

But a show can! When the visitor sees that flag go up and down by itself, when he sees it flying gaily indoors, when he tinkers with its controls and sees how they work, he'll buy it. All of you have seen this demonstrated many, many times.

Why not, then, in your advertising stress the fact that it can be seen at the show? A coupon on the bottom of your ad, suggesting descriptive literature, won't be anywhere near as effective as an invitation to the show. Neither will a call by a salesman. "See it at the show" should be the main appeal in your advertising, in your direct mail, in your brochures; yes, even in your salesmen's calls.

You know how skeptical engineers and purchasing agents are of claims made in advertising. A good deal of it is justified. But there is no claim—no appeal—that is as strong as "See for yourself." Inspect it, feel it, try it, try to break it down. Those are very strong appeals, indeed. Your product can stand such tests. Why not feature them in your advertising?

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| HOTEL DESOTO                      | New Orleans  | CORONADO COURTS            | Galveston     |
| <b>NEBRASKA</b>                   |              | HOTEL PLAZA                | Laredo        |
| HOTEL PAXTON                      | Omaha        | HOTEL LURBOCK              | Lubbock       |
| <b>NEW MEXICO</b>                 |              | HOTEL FALLS                | Marlin        |
| HOTEL CLOVIS                      | Clavis       | HOTEL CACTUS               | San Angelo    |
| <b>SOUTH CAROLINA</b>             |              | HOTEL MENCHES              | San Antonio   |
| HOTEL WADE HAMPTON                | Columbia     | ANGELUS COURTS             | San Antonio   |
| <b>VIRGINIA</b>                   |              | HOTEL MOUNTAIN LAKE        | Mountain Lake |
|                                   |              | HOTEL NIGHTINGALE          | Harfolk       |
| <b>NEW YORK—Murray Hill 64990</b> |              | <b>TELEPHONE</b>           |               |
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NECKWEAR MFG. CO.**  
Dept. M5  
320 S. FRANKLIN ST.  
CHICAGO 6, ILLINOIS

Despite this most obvious of approaches, there are few exhibitors who use it. When they do—and I have been watching this for years—results are invariably successful. Visitors stream to information booths with the advertisements in their hands; they come to the press room with the same query: "Where is the automatic flag-pole I read about?"

Frequently, publicity can do the same job. Sometimes it does it better. But the principle is the same—create an excitement in the visitor about your product before he gets to the show.

Frequently, companies will introduce new products at special press showings a week or two before a show opens. In the vast majority of cases—and this is true even where elaborate press parties are staged under professional guidance—no mention is made that the first public demonstration of the new product will take place at the show.

Why not? Is it a lack of showmanship? A lack of fundamental knowledge of what is likely to interest visitors to a show? Or is it simply a failure of the public relations department to understand the needs of the exhibit department?

When I speak of featuring the show in your advertising and publicity, in your brochures and sales calls, I don't mean a small slug-line, squeezed in at the last moment by a harassed layout man. A slug-line saying, "See us at the Show," or "Visit Booth 999," is, I suppose, better than nothing, but it is a far cry from tying in your advertising with the exhibit.

Dramatize your story! Tell it glamorously! Tell it in your advertisements, by your publicity, in your sales meetings, in your internal and external publications and brochures. Then watch the results at the show. You will be gratified.

I believe a word should be said about tickets. All of us who go to shows regularly know that anyone with a legitimate interest can gain admittance whether or not he has a ticket. Yet the fact is that the average visitor treasures the ticket as something of value and usually produces it at the gate. Some of these tickets facilitate his entrance, because the registration form is on them. Whether they do or not, the fact is that about half the persons registering at a show present tickets.

This is an enormous percentage and provides a key to your activities before a show. If you use tickets intelligently in your mail, merchandise them in your advertisements, and have your

## America's most distinguished Resort and Spa



The Homestead's 17,000-acre estate in the mountains of Virginia is one of the most delightful vacation resorts anywhere in the world.

Come enjoy our superb facilities for golf, swimming and other sports... the pleasant Hot Springs social scene... and our famous Southern Service, so smoothly fitted to civilized tastes.

The Homestead has excellent facilities for group meetings. A folder describing them will be sent on request.

Address

THE *Homestead*  
HOT SPRINGS, VIRGINIA

Chicago Office ..... MOhawk 4-5100  
Cleveland Office ..... PROspect 1-7827  
Washington Office ..... EXecutive 3-6481  
New York Office ..... CIRCLE 7-6940

## The **RIGHT** Hotel... in a Great Convention City!

### **Ritz-Carlton**

ON THE BOARDWALK... ATLANTIC CITY

The Ritz-Carlton's very own, **BRAND NEW** Convention Hall adjoins the hotel, right on the Boardwalk... capacity: 1500 persons. It's smart, spacious and efficient with every facility to assure convention success. Top-fidelity public address systems augment the perfect acoustics... complete banquet facilities... smaller rooms for the smaller meetings.

And... here's some extras: the Ritz is the nearest hotel to the famed Atlantic City Auditorium... it's the home of the wonderful Merry-Go-Round Room for fun and relaxation... all Ritz rooms have ocean view—no "inside" rooms!



Write, or phone  
Atlantic City 4-3051  
MICHAEL T. MCGARRY  
V.P. & General Manager



salesmen distribute them for people they cannot reach directly, you will have added another big "plus" to the effectiveness of your booth.

Remember that the man who comes to the show with your ticket in his pocket is not likely to go away without stopping at your exhibit. You may never be able to reach him at his office, but he will come to your booth, if you invite him.

All this takes planning, of course, but it frequently represents the difference between a smash hit and an indifferent undertaking. You buy your space at least a year before a show takes place. You order electricity, hotel suites, booth backgrounds and furniture months in advance. Shouldn't the same amount of planning go into the promotion of your audience?

Industrial show business, like any other form of show business, requires advance excitement. You owe it to your booth, you owe it to your product, and you owe it to your own professional reputation with your company to give your exhibit every chance for success.

As my last point, I want to touch on one more public relations aspect.

All of us know that one of the great distinguishing aspects of an industrial exposition from other forms of selling is that the customer comes to you, instead of your calling on the customer.

Now this holds true not only of customers, but also of editors. For most of the year, your company has to go to editors if it wants its stories reported. At a show, all important editors are coming to you. Do you take advantage of this great opportunity? Do officials of your company use it to get better acquainted with editors? Do some of your engineers talk to editors about the possibilities of future stories?

Does your company even take the trouble to supply editors with news releases about the exhibit?

If your answer is "Yes" to any of these, your company is the exception. Beyond all question, this is one of the most amazing aspects of the failure to take advantage of public relations opportunities of an exhibit; it is particularly amazing because it would cost so little to do the job right.

At the Production Engineering Show, which ran in conjunction with the Machine Tool Show, where the attendance topped 100,000, where hundreds of editors attended, and from which hundreds of stories were written, there were less than half-dozen representatives of public relations departments present at the show.

## Daring in concept, the ultimate in taste...

Capturing the spell of the tropics, the spirit of the past, present and future of all the Americas! The Magnificent new \$17,000,000 AMERICANA offers 475 air-conditioned rooms—including 40 executive suites—an amazing flexibility in meeting rooms, a 385-booth exhibit hall, and 10 acres of diversions, gardens, and private beach... all within minutes of exciting Miami Beach! PLUS—3,000 deluxe rooms in 6 adjacent luxury hotels.



# americana

THE HOTEL OF THE AMERICAS



For complete information address:  
CHARLES T. CRADDOCK  
Vice President, Mgt. Dir.  
A TISCH Hotel

OCEANFRONT 99th to 98th STREET BAL HARBOUR MIAMI BEACH FLORIDA

CONVENTION MANAGERS! YOU'LL FIND

*more for your  
money*

AT THE  
INCOMPARABLE

## Mount Washington

BRETTON WOODS  
NEW HAMPSHIRE



SITE OF THE WORLD  
FAMED INTERNATIONAL  
MONETARY  
CONFERENCE

Welcome to a world where every service you can possibly foresee has been anticipated and prepared for you in advance. We pride ourselves in offering you the most attentive convention staff in the business... and such facilities as:

- 1000 capacity Grand Ballroom
- Dining accommodations for 800
- 10 large size meeting rooms
- Internationally famous cuisine

**MORE COOPERATION**

**MORE FUNCTION ROOMS**

**MORE FACILITIES**  
GOLF • RIDING • TENNIS  
SWIMMING • HIKING • FISHING

**MORE PLANNED FUN**

WRITE  
TODAY!

COLONEL RICHARD B. FREDEY,  
Managing Director

MOUNT WASHINGTON HOTEL, BRETTON WOODS, N.H.  
CONVENTION SEASON: MAY to OCTOBER

... including dancing  
to 2 orchestras in our new  
cocktail lounges!

**picture  
your  
group ...**



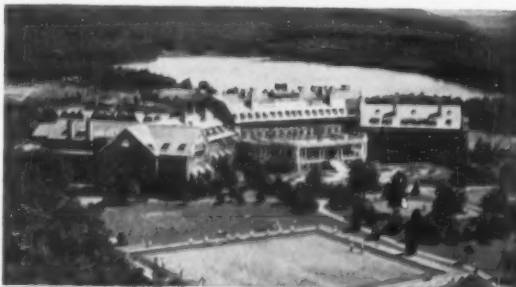
Write or wire today for the free full-color brochure that tells you in words and pictures why **70%** of all groups return to the Hollywood Beach Hotel ... why many organizations meet here again year after year.

**at  
the**  
*Hollywood Beach Hotel*  
**AND COUNTRY CLUB**  
HOLLYWOOD-BY-THE-SEA IN FLORIDA

Address me personally:  
JOHN F. MONAHAN,  
General Sales Manager  
or telephone:  
HOLLYWOOD ..... 2-4551  
NEW YORK ..... MU 8-6667  
CHICAGO ..... SU 7-1563  
JOHN W. TYLER,  
General Manager

## WHY SKYTOP?

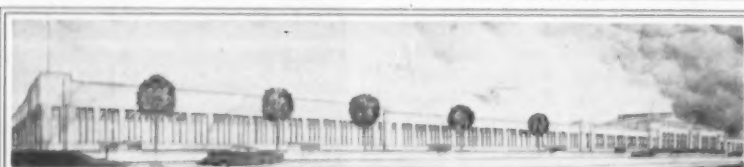
For executive meetings and top management groups Skytop Club, in the nearby Pocono Mountains, is the undisputed leader. This scenic 5500-acre estate provides complete isolation and every physical attribute for group meetings—10 to 300.



- ★ Private club atmosphere, distinguished service
- ★ Easily accessible (only 100 mi. from N. Y. and Phila.)
- ★ Excellent meeting rooms, equipped with all professional requirements
- ★ Outstanding cuisine — private dining rooms
- ★ Superb facilities for relaxation and recreation, including 18 hole championship golf course
- ★ Beautifully appointed accommodations

Write for Conference Booklet and complete details

**SKYTOP CLUB** High in the Poconos  
BOX 30, SKYTOP, PENNA. • Wm. W. Malleon, Jr., Gen. Mgr.



### International Amphitheatre

Home of the Chicago National Automobile Show—Chicago National Boat Show—Chicago International Sports and Outdoor Exposition—International Live Stock Exposition—International Kennel Club Dog Show—International Dairy Show and Rodeo—The Chicago Home of the National Metal Exposition—International Heating and Ventilating Exposition, Democratic National Convention, National Packaging Exposition, Materials Handling Exposition, National Machine Tool Builders' Show, Road Builders Show and other leading Expositions.

585,000 Sq. Ft. Exhibit Space after Jan. 1, 1957 • Individual Halls 4,000 to 180,000 Sq. Ft.  
ARENA Seats 12,000 and is Air Conditioned • Many Smaller Meeting Rooms  
New Public Address System • Parking for 4,000 Cars • 15 Minutes from Loop Hotels  
Adjoining Stock Yard Inn and the Saddle & Sirloln Club,  
also available for your meetings and banquets

**International Amphitheatre**

42nd & Halsted, Chicago 9, Ill.

On one occasion, I was escorting a *Wall Street Journal* reporter around the show and stopped at a large and important exhibit conducted by one of the largest corporations in the country. We spent 15 minutes trying to get somebody who would be willing to talk for publication about a product being shown in the booth. After we succeeded in getting such a man, the *Wall Street Journal* reporter asked for a piece of literature. The company, however, had adopted a policy that all literature would be mailed back to the office of the visitor and the only copy which could be found was nailed very beautifully—but securely—to the booth background. The company official, of course, offered to have a copy mailed that night, but what good would that do a reporter who had to have his story in print before morning?

That was no small company, as I said. Its public relations department has hundreds of employees. But nobody was thinking in terms of taking advantage of the public relations opportunities in the booth.

If you think this is an isolated example, you are mistaken. On the contrary, the presence of a public relations representative at a show is so rare, that we sometimes shower him with opportunities for stories. If a television producer calls us for a guest, we give the spot to him. If a feature writer from the wire service wants a story, we call upon the man who is near at hand. If a business magazine needs pictures, we call upon the nearest public relations man. A show where five of them are present is rare, indeed.

Even if you cannot arrange for someone from your public relations department or agency to be present, some arrangements ought to be made for a spokesman in the booth. If that spokesman is busy, or off the floor, someone else ought to be available. An editor has only a few hours to cover hundreds of exhibits. If your man is busy, he will go elsewhere, and your opportunity is lost.

Remember this: For every visitor who comes to the show, there are dozens of others who cannot make it. When you reach those prospects through the press, you are getting a huge "plus" value from your exhibit.

A competent publicist can make the rounds of all newspapers and wire service offices in advance of the show. He can plant pictures and stories which will circulate all over the world. He can make friends of the press for your company. He belongs at the show.

For the company which has no public relations department or agency,



## The "New" STANLEY RESORT ESTES PARK, COLORADO CONVENTION FACILITIES

Casino Auditorium: 42 x 44 plus balcony and theatrical stage, 15 x 24. Seats 500.  
Maxwell Room: 45 x 80. Banquet and dining facilities for 450. PA system, stage, service bar.

### OTHER SPECIAL ROOMS INCLUDE

Music Room: 40 x 40. Seats 140.  
Pinon Room: 40 x 27. Seats 140.  
Roundup Room: 17 x 40. Seats 100.  
Manor West Lounge: 32 x 32. Seats 140.  
Manor East Lounge: 32 x 32. Seats 140.  
Ranch Room: 32 x 25. Seats 100.

### "Extras" Included in American Plan

Square dancing . . . chuck wagon dinners . . .  
ladies luncheons . . . pool . . . swimming . . .  
nightly entertainment and dancing . . . admission  
to world famous Lariat Lounge . . . croquet  
horseshoes . . . putting . . . tennis . . .  
children's playground with supervision . . . ping  
pong . . . billiards . . . bingo . . . card games  
fashion shows.

Horseback riding, tours of National Park, golf,  
boating and fishing available at reasonable rates.

Estes Park 'Phone 23  
Chicago 'Phone MOhawk 4-5100  
Teletype No. CG-1264

## Ideal for groups of limited size

(Up to 150)

who desire a comfortably informal atmosphere and a wide variety of recreation, including salt and fresh water fishing, available on the grounds . . . not just "nearby." Food fit for Kings and with everything included in one low rate. Open the year around. Color folder and full details on request.

### a bit of the old west in the deep south!

"700 acre vacationland", 18-hole golf course, heated pool, full program of dude ranch fun. Wonderful meals and planned entertainment all included in rates starting at \$11.

JOHNNY REVOLTA  
Golf Pro. Winter Season



there is always the press release to describe its products and services. Of those we receive, at least half are written without any knowledge of the requirements of publications, and some are not even grammatically correct.

Perhaps the sorriest aspect of conducting the public relations for a show as a whole is to find an exhibitor with a really good story to tell who explains that he was "too busy" to prepare a news release. Next to him stands the exhibitor—also with a good story—who has written it so poorly that its news value is hidden.

Good, pithy news releases, and attractive pictures are easy and inexpensive to produce. All the editor wants is a concise, clear account which he can read at a glance and someone to speak to if he has questions. That should not be difficult.

### Positive Side

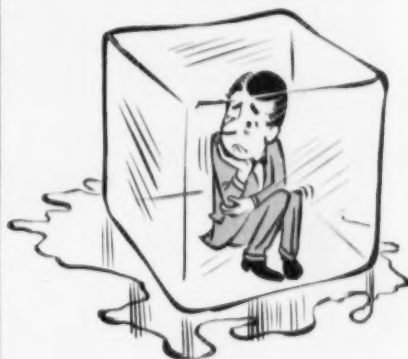
On the positive side, there is the exhibitor who is an instinctive showman. His space advertisements point to the show and headline its appeal. His salesmen and dealers have been distributing tickets for weeks in advance of the show. He has published a special issue of his internal magazine to point up the importance of his exhibit. His public relations man has seen to it that news releases went out to all interested publications well ahead of their deadlines so they can publish advance stories about his particular products. The publicist has made the rounds of city desks, feature desks, business news desks and photo desks of daily newspapers. He is on hand to greet reporters, radio interviewers and television cameramen. An official of the company is on hand, in an uncrowded booth big enough to permit demonstrations of the product, to answer all questions. Personnel of the booth has been trained to greet each visitor in a manner which will make a pleasing and lasting impression.

Usually you will find a few such booths at every show. You can spot them because the booths are crowded most of the time, and because daily newspapers are reporting on their activity, that television cameras are grinding away, and that, months later, stories about the company and its exhibit are still being published.

Usually, too, you will not find such a company's sales or advertising manager complaining that the cost of exhibiting is going too high. He is getting his money's worth.

The End

Are your conventions  
"at home" leaving  
your sales force cold?



It takes no more time  
or money to have an  
overseas convention  
by air...

for full information write:  
Pan American, P.O. Box 1790,  
New York 17, N. Y.

## PAN AMERICAN

World's Most  
Experienced Airline

for  
personalized  
exhibits

## Messmore & Damon

That "something extra" in our finished product reflects a client attitude which, in almost four decades of exhibit design and construction has brought to and kept with our firm a long and distinguished list of satisfied customers.

We build to help you sell.

May we fill this role for you?

## Messmore and Damon

1461 Park Avenue  
New York, New York



ON SHORES of Lake Meade, General Electric sets up entertainment site for a night's festivities.

## G-E Takes No Chances with Las Vegas Trip

Success of General Electric Room Air-Conditioning Department's Las Vegas meeting was no gamble. Careful planning and dealer education capitalized on the glamor and excitement of the "entertainment capital" without gambling problems.

Natural concern of any company that considers a site where gambling is available is that some fledglings may overextend themselves. Should a dealer or distributor ever find himself in financial hot water after a sales meeting he is more inclined to blame his host rather than himself.

With this in mind G-E, in cooperation with the Las Vegas Chamber of Commerce and hotels, set up a sys-

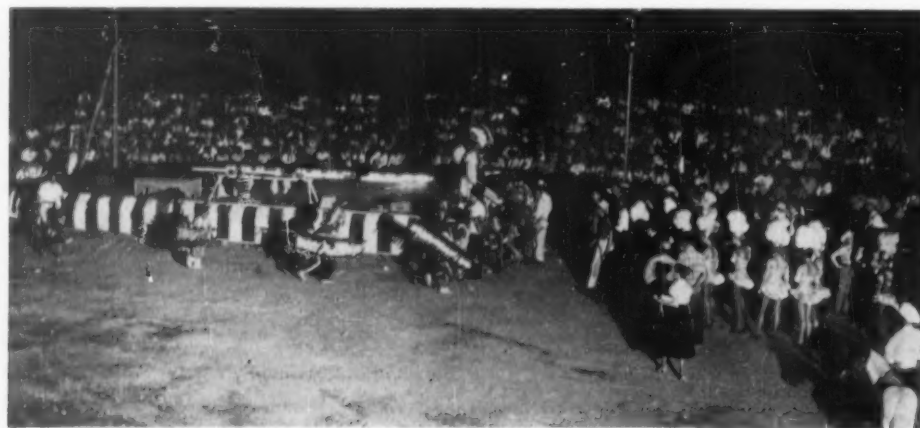
tem of voluntary limitations on amount dealers would spend. Each of the more than 800 dealers and distributors were instructed to bring all the money they wanted to spend in travelers checks, money orders or certified checks. If anyone planned to cash his personal checks at Las Vegas, he had to establish credit in advance.

Dealers filled out credit slips indicating amount they thought they'd need—in effect limiting themselves. Full cooperation of the hotels made the plan feasible. No one could cash a check beyond his credit limit, no matter who vouched for him. Rules extended to G-E officials and personnel, too.

Enroute to Las Vegas, dealers were given a pamphlet, "How to Gamble Sensibly." Pamphlets, supplied by Las Vegas Chamber of Commerce, pointed out that the house always wins *eventually* and offered tips on gambling without pain.

More than 800 dealers and distributors descended on Las Vegas for General Electric's "Sales Preview" of 1957 room air-conditioner units. Tab for the three-day meeting was shared by G-E's Room Air-Conditioning Department, Appliance and Television Receiver Division, and its distributors.

Dealers, embarking from the planes, were greeted by the Junior



INDIANS dance as part of vast entertainment program for dealers who sit in bleachers. Starting from desert, G-E imported all equipment to put on huge stage review, Western style. Props include old covered wagons rented from Hollywood studio to provide atmosphere at the site, 30 miles from Las Vegas where dealers were housed.





**WESTERN-STYLE GREETINGS** were offered G-E dealers as they arrived in Las Vegas. Music and gunfire were part of welcome.



**HATS AND NECKERCHIEFS** were piled high in the airport building so that dealers could get into the proper spirit as soon as possible.

Chamber of Commerce, dressed in full cowboy regalia—complete with six-guns and blank cartridges. After "real wild west" greetings, dealers were invited to choose their own western hat from a table piled high with the traditional headgear of the West.

Men were housed at four hotels—El Rancho Vegas, Thunderbird, Sahara and Riviera—all on the Strip and within walking distance of each other. Special baggage tags, issued in advance, enabled hotels to pick up baggage at the airport and transport it to the dealers' rooms while dealers were slacking their thirst at an open bar on the airfield. Advance registration forms, filled out on the plane by dealers and presented at the hotel, speeded registration.

Each guest received a packet of tickets covering transportation, dinners, cocktails and all special events. Tickets were different color for each day. While providing G-E and the hotels with a handy check on costs, tickets also enabled dealers to eat at any of the different restaurants in his own hotel. Late sleepers were able to eat at their leisure.

First organized activity was a reception party held at the Thunderbird swimming pool. After the reception, which lasted an hour, guests were divided into two groups. One group moved to the Riviera for dinner and the other was transferred to the Sahara.

Guests were on their own after dinner, to visit gaming tables or to take in shows on the Strip. By spe-

cial arrangement, hotels charged all G-E guests a flat rate of \$1 for each drink, omitting cover or minimum.

Dealers, up bright and early for a 9 AM breakfast, were transported to Las Vegas High School Auditorium. (G-E reports everyone present.) Large, sales, dramatic presentation featured General Electric executives and a professional staff. Show was produced by Music Corporation of America, under direction of Ervin J. Brabec, MCA vice-president.

Worth noting was the professional performance turned in by the high school teenagers who operated all the visual and audio equipment in the new multi-million-dollar auditorium. The school building, equipped for convention needs, rivals facilities offered by many large metropolitan theaters.



**PRODUCT PRESENTATION** was staged by Music Corp. of America. Here model shows how to change panel colors.



**BARBECUED STEER** was part of the big dinner on the desert. Steer was roasting a day before. Meal was prepared, served by Thunderbird Hotel.



Throughout the western United States—and in British Columbia and Hawaii as well—Western Hotels offer perfect facilities for conventions, sales meetings, and group gatherings of any size.

From Denver to Honolulu—from Vancouver, B.C., to Los Angeles—each Western Hotel provides meeting rooms, food and beverage service, and living accommodations of the highest calibre. So practical—so convenient—it's a pleasure to conduct business where all your needs are agreeably considered!

The opening of the fabulous Long House convention hall at the Hawaiian Village has added a new, glamorous-but-practical aspect of conventioning. For in this 18-acre tropical paradise on Waikiki's finest beach, convention and living accommodations—in beautiful Hawaii—are only a flight away.

Further information may be obtained by contacting the manager of any of these fine Western Hotels.

## WESTERN HOTELS

Vancouver, B. C.: Georgia—Seattle: Benjamin Franklin, Olympic, Roosevelt—Spokane: Davenport—Tacoma: Winthrop—Bellingham: Leopold—Wenatchee: Cascadian—Portland: Benson, Multnomah—San Francisco: St. Francis, Sir Francis Drake, Maurice—Los Angeles: Mayfair—Palm Springs: Oasis—Denver: Cosmopolitan—Salt Lake City: Newhouse—Boise: Boise, Owyhee—Pocatello: Bannock—Butte: Finlen—Billings: Northern—Great Falls: Rainbow—Honolulu: Hawaiian Village.



With these words, G-E tells  
its Las Vegas-bound dealers . . .

## HOW TO GAMBLE SENSIBLY

First you must get a strong grip on yourself and defeat the inner voice. You can't beat Aristotle, but you might—just might—trick the old boy. *You can control the psychology that is working against you.*

Decide the maximum amount you will lose and stick to it! If you violate this rule, nothing can help you except Fort Knox. It's better to divide your amount by days so that you can't lose your maximum for the whole visit the first day and have to wrestle psychology for the rest of your visit.

Now, here's the hard part, decide the maximum you will win and stick to it; this prevents your becoming a jazzy chazz.\* If you follow these two rules, you're well on your way to having fun without pain.

When you're ready to play, watch the game for a while. Games run hot and cold—that is, for short stretches the house will win or lose fairly steadily (naturally winning more than it loses)—try to sit in a game on a "cold" dealer or croupier, when he turns "hot" go to another table.

Your wins and losses will follow unpredictable cycles. Do not double when you lose—double when you win. Your possibility of winning twice in a row is greater than winning after a loss.

Set a maximum you will lose on each table. When you lose it, go to another table. If you get ahead, put aside some pre-decided portion of your winnings, and if you get down to that, quit the table and go to another. This process will limit your loss on each table and, if you hit a streak of luck, will let you get away from the table ahead of the game (maybe, perhaps, could be, could not be).

Above all else, if you catch yourself making a bet and thinking of the things you could buy with the amount of the bet, QUIT! Never let the amount you are betting become large enough to be important to you!

Nothing or no one can give you a system for winning; but if you follow these simple rules, you can control your losses and enjoy your visit.

### \*GLOSSARY

- CINCH: Gambling as viewed by the owner of any gambling device.  
CON: To persuade forcibly and against good judgment.  
TOUT: *Noun:* Person who gives gambling advice in return for money or bet placed in his name. *Verb:* (to tout) To persuade by questionable but exciting logic.  
SHILL: Employee of house who poses as customer to keep table from emptying.  
JAZZY CHAZZ: A term of contempt describing a winner who is trying to get rich. Recognizable by a glazed look in the eyes and typified by heavy and ostentatious betting and/or spending.  
PIGEON: A term of contempt used to describe a loser who is trying to get even by increasing his bets. (Example: Starting with a \$25 bet and doubling to get even, six losses will put you \$1,575 in the hole—10 losses, \$25,575).  
PIT BOSS: Foreman of dealers; can be observed lurking in background, smiling.

According to one executive, the show set G-E back about \$4,000 a minute and it was 90 minutes long—a hefty \$360,000.

Show was over at 12:30 PM and dealers were transported back to their hotels for a buffet lunch. After lunch dealers broke up into about 40 small groups to meet with their individual distributors. This was the payoff meeting for distributors—where dealers placed their orders for the 1957 line of air conditioners.

Monday evening was a repeat of Sunday with two groups changing hotels for dinner. After dinner dealers were free for a night on the town.

Tuesday morning was left free for shopping and sightseeing. Buses picked up all dealers at 3 PM for a tour of Hoover Dam and Boulder City. Dealers wore their Western togs, in readiness for the barbeque and show scheduled that evening on the banks of Lake Mead.

G-E spared no expense to create the atmosphere of the old West for their "Room Air Conditioner El Dorado Western Round-up Camp." Western town at the Last Frontier Hotel was turned down in favor of the wide open spaces. Grandstands were rented from San Bernardino and covered wagons were imported from a Hollywood movie studio.

R. F. Smith, GE convention specialist, scouted around and came up with a band of Hopi Indians who performed their ceremonial war dance.

Thunderbird Hotel, entrusted with the catering, did a bang-up job, dealers report. A steer, weighing over 800 lbs. was barbequed over an open pit. (Chefs started cooking it the day before.) Mountains of potato salad and other trimmings adorned nearby tables. Hearty appetites and good food added up to a headache for the meeting planners—dealers finished eating before the show arrived.

Western show started at sunset, but not without difficulties. Dancing cowgirls (imported from Las Vegas nightclubs) arrived while the show was in progress. A trick horse refused to do any tricks when he found himself on a rickety platform far from the ground.

A colorful Indian war ceremony and a round of old-fashioned square dancing topped off the entertainment.

Dealer comment was mixed. Some dealers, hot and sticky after their sightseeing tour, complained about being "dragged 30 miles through the desert when we could have had the same thing in Las Vegas." (New Frontier Hotel boasts complete Western town). Some would have pre-

**Newest, Most Luxurious Hotel in the West Indies!**



*El Embajador*



**CIUDAD TRUJILLO • DOMINICAN REPUBLIC**

El Embajador, with its affiliated and neighboring Hotels Jaragua and Paz, offer over 800 luxury rooms and excellent meeting space for conventions, post-convention trips, sales incentive groups, etc. For detailed information contact our office or Utell International in New York, Chicago or Miami.

- 310 air-conditioned rooms • All with private terraces • "Free form" swimming pool • 18-hole championship golf course (under constr.)
- Famous Embassy Club—dancing and entertainment • Fabulous Casino
- Food supervised by N. Y. Ambassador chefs • Tennis, polo, aquatic sports

*Only 6 hours from New York by direct flight*

Other Dominican hotels under the direction of  
**AMBASSADOR INTERNATIONAL**

**HOTEL Jaragua**

**HOTEL PAZ**

For reservations SEE YOUR TRAVEL AGENT or  
Utell International, 160 Central Park South, N. Y., PLaza 7-2981



**BELLEAIR, FLORIDA**

More than the extensive convention facilities and ideal physical layout, it's the friendly spirit and old-fashioned hospitality that attract so many groups and conventions to the Belleview-Biltmore. Cheerful, efficient service from the moment you step across the threshold. Accommodations for groups up to 600. 27 holes of championship golf on the grounds. Complete Resort Facilities.

Groups from the following companies were recently entertained at The Belleview-Biltmore: Esso Standard Oil, Travelers Insurance Company, Security Mutual Life, Wirebound Box Manufacturers, Aetna Life, Northwestern Mutual Life, Metropolitan Life, U. S. Independent Telephone Association, Scientific Apparatus Makers Association, National Association of Architectural Metal Manufacturers, American Institute of Accountants.



**DON CHURCH, Manager**

# People MAKE CONVENTIONS GREAT

The right people, produce meetings wherein ideas emerge to advance a business, industry or profession. Imaginative planning, adequate facilities and competent management create the atmosphere and provide the services and facilities every great convention needs.

and speaking of people... the Di Lido's Management-Sales team's years of experience and know-how makes conventions and meetings held here a credit to their sponsors.



**FRAN CRANE**  
General Sales Manager... over 10 years with the City of Miami Beach Convention Bureaus Convention Representative. An expert at planning conventions.



**JIM CARROLL**  
The Di Lido's General Manager knows how to provide the necessities and create the atmosphere essential to a successful meeting.

**AT THE YOU HAVE THE RIGHT COMBINATION AND**

**FACILITIES FOR A GREAT CONVENTION**

Located at the Convention Crossroads of the World, the Di Lido offers the finest facilities available anywhere:

- Completely Air Conditioned • 330 Rooms • 1000-seat Ballroom-Meeting-Banquet Room • five Meeting Rooms • 100-seat TV Theatre for small meetings • complete Recreational Facilities
- two Pools • Beach • Cabana Colony • Supper Club • Coffee Shop • Dining Room • two Cocktail Lounges.

Wire, call or write for complete detailed information.

**ON THE OCEAN AT LINCOLN ROAD • MIAMI BEACH**



**Come to Coronado**

THE WEST'S GREATEST CONVENTION RESORT

All convention activities under one roof with plenty to do for relaxation. Swim in pool or sea, dancing, golf, tennis, exciting old Mexico only 1/2 hour away, featuring Jai Alai and racing. We'll help you make your next convention the best yet!

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ferred a shorter show. "By the time we get back to town, it'll be time to go to bed," commented one dealer.

After brunch on Wednesday dealers started home with all schedules arranged by G-E.

The Las Vegas meeting marks largest dealer confab held to date by the Room-Air Conditioning Dept. The department had 250 people at its meeting in Havana two years ago, 500 last year, also in Havana, and 800 at its Las Vegas site.

G-E officials are enthusiastic over results of their 1957 meeting. Says Paul M. Augenstein, general manager, Room Air Conditioner Department, "We need good hotel accommodations so that our people will not be too scattered; we need meeting places for both large sessions and many small, informal distributor-dealer meetings; we need good dining facilities and we need a variety of entertainment. We also look for a place which has enough glamor in itself to make the trip attractive. Las Vegas provides all these things."

Even the climate was right for an air-conditioner meeting, reports Augenstein—fair and hot.

Augenstein apparently echoes the enthusiasm of many distributors. Quite a few were overheard planning to bring their own groups to Las Vegas for the 1957 distributor meetings.

The End

## Dates and Places For Sales Confabs

Regional sales conferences, clinics and rallies under sponsorship of National Sales Executives, Inc., 136 E. 57th St., New York 22, N. Y.

### JANUARY

- 8 Toronto, Sales Management Conference

### FEBRUARY

- 21 San Diego, Annual Sales Rally
- 25 Pittsburgh, Sales Rally
- 26 Washington, Sales Rally
- 26 Erie, Teleclinic Rally



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MORTON F. FISK, President

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Director of Sales





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## Booth Personnel Pouring Your Money Down the Drain?

Check of salesmen who manned exhibits at National Business Show reveals shocking lack of salesmanship. Show management has study made to goad exhibitors into training program; uses NSE award as incentive to salesmen.

BY JOHN T. FOSDICK • Research Editor

Many exhibitors hire top talent to design their exhibits. They use a variety of techniques to get attention and attract the eye. They fill their displays with the newest equipment or materials—all attractively arranged. Special literature is prepared. A big investment is made in travel and hotel accommodations for the exhibit staff. And often—too often—it's all wasted!

Does this sound odd? It sounds strange and it is strange that there is so much waste because of one factor: personnel.

Rudolph Lang, managing director, National Business Show, has been aware of the shortcomings of booth personnel. And, although it is more properly the responsibility of individual exhibitors who spend more than \$2 million to "open" the show, he decided to do something about it.

That is why the 1956 Business Show joined with National Sales Executives, Inc., and Sales Executives Club of New York to become the



**GALS GOT ATTENTION** from salesmen although men represent most buying power.

first show to make an organized effort to motivate and raise the level of salesmanship of all booth personnel.

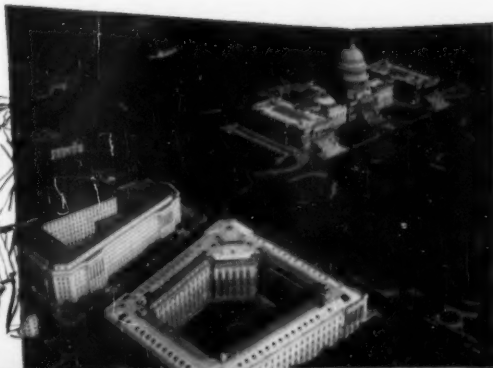
A Distinguished Salesman Award was offered to exhibitor salesmen. John T. Fosdick Associates, research organization, New York City, was retained to "shop" the show continuously to check on the salesmanship of booth personnel. In addition to the award, the best salesman at the show was offered an all-expense-paid trip for two to Nassau.

This award and prize program for exhibit salesmanship was publicized long in advance and during the National Business Show. Criteria for judging salesmanship were announced long before the show opened, and again in a flyer prepared by the Fosdick organization midway through the show. These factors were evaluated:

1. Appearance
2. Alertness
3. Approach (including notice of

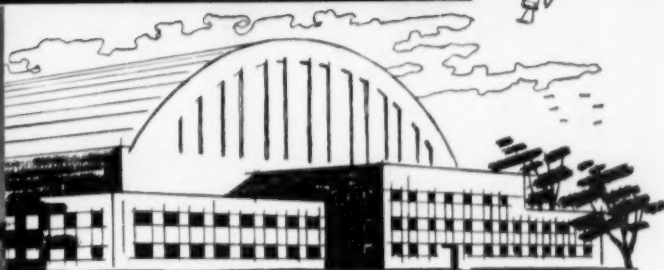
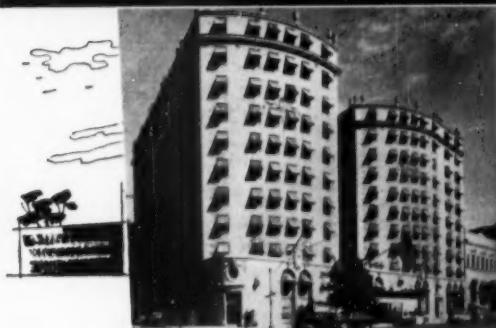


**FOR MEN VISITORS** booth personnel didn't even take cigarettes from their mouths.



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A few of the organizations that have met at Camelback recently:

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| Gen. Petroleum Co.     | Simpson Logging Co.       | Western Governors' Conf.   |
| Gen. Motors Executives | Pacific Fire Underwriters | Superior Coach Corp.       |

Season:  
**OCTOBER 15  
TO MAY 1**  
**Jack Stewart**  
Manager

what has caught the shopper's eye, and introduction of salesman)

4. Sales presentation (including inquiry as to what was now used; demonstration of user benefits; answer to tough competitive question)

5. Follow through (including offering of literature pertaining to equipment discussed, and effort to secure shopper's name and make appointment for office demonstration)

What was the result of this study? Frankly, we were appalled at the poor caliber of salesmanship presented by more than half of the men and women sales personnel.

One shopper, a retired sales manager of a national automobile company, states that he wouldn't hire two-thirds of the men with whom he spoke, even at \$100 a month.

What faults did salesmen in exhibits commit to stimulate this reaction from a seasoned sales executive? Here are some of the more common failings with the proportion of booth personnel examined on just one day of the study:

1. **Chewing gum:** Believe it or not, over 10% of booth personnel contacted were chewing gum.

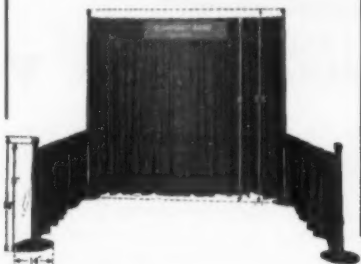
2. **Smoking:** Not everyone does, yet 20% of sales personnel contacted had cigarettes in their mouths, and they failed to put them down when talking with the "prospect." Many added injury to insult by blowing smoke in the shopper's face.

3. **Not standing:** In more than 11% of exhibits visited there were one or more sales people not then talking to prospects who remained sitting and failed to approach our shopper—even after he walked around the booth handling equipment and picking up literature. Each shopper remained in a booth long enough to allow any of the salesmen to make a contact, and yet, the 11% figure is the proportion who failed to get up and approach a prospect.

4. **Men vs. women:** Many salesmen showed no interest in visitors unless they were pretty girls. Men buy as well as women when it comes to office equipment and supplies, but the secretary with a good figure got the most attention.

5. **No follow-up:** Follow through is what makes the sale. But more than one-third of all sales personnel studied failed to try for an appointment in the prospect's office. At least one out of six didn't even ask the shopper's name and business connection. One out of six failed to offer any literature or point out that literature would be

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General Manager

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**SAVANNAH**

**Not All Bad**

While salesmanship at the National Business Show was below par for most booth personnel, there were some notable exceptions.

John Killoran, Jr., Thermo-Fax sales, Minnesota Mining and Manufacturing Co., received a free trip for two to Nassau along with the Distinguished Salesman Award. Runner-up was Walter Brown, Diebold, Inc.

mailed. An additional 10% handed out literature that was handy, but which, when analyzed, failed to include anything on the problem or equipment discussed.

**6. Introduction:** People like to do business with someone they know. While about half of the people contacted did supply a business card when they handed out literature, not one single sales person introduced himself and stated his name. More surprising still, only about half of the salesmen troubled to wear their badges so that you could identify them that way.

**7. Reciprocity:** More than half of our shoppers used out of New York City addresses. In nearly every case when the booth attendant learned that the visitor was not in his territory, he lost interest. A large number just excused themselves from the interview and walked away from the shopper with some remark, such as, "Well, look around and if you have any questions, let me know."

Actions excusable? Not one bit.

Shoppers who were hand picked by Fosdick executives to handle the assignment ranged in age from 30 to over 60. All were business men or women who had had experience with the types of equipment they discussed. Their questions were intelligent and discussion of possible applications were sound. Shoppers included some retired executives. One had been a company president and another is former sales manager.

This situation was so shocking that John T. Fosdick Associates created a sales training and checking service directed specifically to exhibit booth personnel.

When less than 25% of sales personnel who staff booths in a \$2 million show are doing a half-way job for their companies, something must be done. Exhibit budgets are too high to have them go down a drain opened by inefficient sales personnel.

The End

Are your conventions  
 "at home" putting a  
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# How to Make Meetings Pay Off For Your Salesmen

BY WILLIAM RADOS  
Sales Training Consultant

**Author's note:** On opposite page are suggestions to a salesman on how he can get the most out of your sales meetings. But it takes two men to obtain maximum sustained results from a meeting. So, Mr. Sales Executive, as the man who runs the meeting, you will benefit when you read the article for the salesman first, and then plan your meeting to tie in.

## ▼ TO SALESMAN ▼

1. "Raise your sights income-wise"
2. "Come for solutions"
3. "Come with constructive attitude"
4. "Buddy-up with a top salesman"
5. "Bring a notebook"
6. "Cash in early"
7. "Listen for helpful ideas"
8. "Seek ideas everywhere"
9. "Get more by participating"
10. "Take notes"
11. "Make a new idea 100% your own"
12. "Turn your new idea into bigger pay checks"

## ▼ HOW SALES MANAGER TIES IN ▼

**Give each man a bigger quota.** To earn more he must sell more. Salesmen increase their efforts when they have a specific and realistic target at which to shoot.

**Feature their most important personal selling problems.** Build sales meeting around practical answers to group's most common weaknesses which might be pre-approach, sales presentation, dealing with competition, closing techniques, etc.

**Motivate your salesmen.** Sell them on job benefits—on product, compensation, company aggressiveness and leadership, advertising, fringe benefits, security based on production, promotion policy, etc.

**Sell the buddy plan:** Assign senior salesman to a trainee. Team up a salesman with a problem with a man who has licked that problem. For conventions, assign pairs of selected men to room together. For trainee classes, assign pairs to prepare sales demonstrations, answers to objections, laying out a routing plan, etc.

**Provide notebooks.** Don't use pads or loose sheets.

**Sell early arrival as a "swap ideas" session.** Promote the idea that whenever two of your men meet anywhere, they should exchange constructive ideas.

**Feed them meat and potatoes subjects.**

- A. Techniques of selling applicable to your product.
- B. Practical methods of getting around prospect resistance.
- C. How to get out of a slump.
- D. Other how-to-sell-more topics.

**Sell value of constant search for ideas.**

- A. Value of ideas in selling.
- B. How to get ideas from associates and management.
- C. How to dream up an idea and apply it.

**Plan on two-way communication.** Large meetings: arrange for Q & A panels, written or oral questions from the floor, break group into small discussion groups and have group leaders report best ideas back to entire re-assembled group, etc. Small meetings: schedule time for adequate group discussion.

**Sell value of taking notes.**

- A. Benefits to salesman.
- B. How to take notes.
- C. How to use as review and refresher.

**Conduct discussion session on topic.**

- A. By audience vote select one or more ideas to be discussed.
- B. Call on various men to answer one or more of the three suggested questions.

**Set up follow-up plan.**

- A. "An idea is useless unless used"—sell this.
- B. Repeat, with examples, suggestions made in articles for salesmen. Cite actual cases.
- C. Call on salesmen to cite similar cases.
- D. Announce and sell follow-up plan.
- E. Follow-up in person, by mail, bulletins and phone calls.
- F. Distribute reprints of article for salesman and build a meeting around it.

## Here's How to Cash In on Sales Meetings

BY WILLIAM RADOS • Sales Training Consultant



### Get Set To Cash In

1. Raise your sights income-wise.
2. Come for solutions to problems.
3. Come with constructive attitude.
4. Buddy-up with a top salesman.
5. Bring a notebook.
6. Cash in early.

### During the meeting

7. Listen for helpful ideas.
8. Seek ideas everywhere.
9. Get more by participating.
10. Take notes.
11. Make a new idea 100% your own.

### Follow-up Pays Off

12. Turn your new idea into bigger pay checks by repeated use.

The boss calls a sales meeting. You can't dodge it. Maybe you would rather make calls, shoot golf, cut the deck, or go fishin'.

But since you're hooked why not try to turn that sales meeting into an *opportunity*—to start you on the way to bigger pay checks.

### Increased Income Is Your Goal

You have few problems that more money won't solve, minimize or sweeten. That's why bigger pay checks is No. 1 on a salesman's Hit Parade. And that's why, when you attend a sales meeting, you should realistically say to yourself, "Okay, I'm investing my time in this meeting: how can I make it pay off for me?" With that constructive attitude, you can always "make a buck" from a sales meeting. Here's why:

### Formula for Bigger Pay Checks

Every salesman who gets to the top instinctively follows this three-point formula for bigger pay checks:

**Point 1.** Increased income comes from *selling more*.

**Point 2.** Increased sales come from *better effort*.

**Point 3.** Better effort comes from *more and better ideas*.

Therefore, an ambitious salesman is always seeking new ideas.

And a sales meeting is a super-market for practical sales ideas.

For instance, I was conducting a meeting with a textile supply group. The Carolina salesman described a price objection to which he had no answer. Up spoke the Massachusetts representative to cite an identical case to which he had a successful answer. In just these few minutes, the Carolina man picked up an idea that was worth hundreds of dollars to him.

Within every sales organization—yours included—exists a tremendous wealth of successful experience. The sales meeting is an ideal opportunity to learn these money-making ideas from your sales manager and your associates.

### Get Set to Cash In

But your just attending a sales meeting without plan or preparation exposes you to the risk of not getting the last drop of good for yourself. There are, however, several things you can do in advance to make sure that you will cash in to the maximum.

**1. Raise your sights income-wise:** Before attending the meeting decide how much of an increase you could realistically expect to achieve as the

result of getting some solid information. A salesman's first move on the road to higher income starts with ambition. Set your figure, and come seeking ideas to help you make your goal.

**2. Come for solutions:** If you have a definite problem which is limiting your production, come prepared to learn the solution. But we cannot see the forest for the trees and maybe you have a problem which you cannot pinpoint. In this case, you'll still benefit if you attend with a strong desire to pick up more efficient ideas on reaching your goal. This brings us to the next point . . .

**3. Come with constructive attitude:** Nearly every sales group has its sceptics, malcontents, defeatists. Twenty years ago during the great depression, when "everybody" was broke, constructive salesmen refused to let prevailing conditions defeat them. Instead, their selling efforts gave birth to numerous industries which today are among the biggest—refrigerators, radio, airlines and numerous others. Regardless of conditions, there is always a way to get business, and a sales meeting is an excellent source of such ideas.

**4. Buddy-up with a top man:** In line with this vital need for constructive attitude, you'll get most out of a sales meeting when you attend in partnership with one of the top salesmen. Two men can always spot and evaluate more good ideas than either man working alone.

**5. Bring a notebook:** Pocket-size is best. Even when manuals or digests are distributed, there will be numerous spontaneous ideas too good to rely on treacherous memory.

**6. Cash in early:** Arriving early to

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a sales meeting you are courteous to the sales manager and to your fellow salesmen. In addition, early arrival gives you an opportunity to constructively discuss mutual problems. Many a salesman has picked up money-making ideas *before* the meeting.

#### During the Meeting

**7. Listen for helpful ideas:** When you hear an idea that you are using now, it confirms your judgment. Make a note to keep using that idea. When you spot an idea that you once used but dropped, make a note to revive it. Furthermore, when you learn a novel new idea, don't reject it by thinking, "That does not apply to me." Instead, make a note to thoroughly examine it.

Be alert to ideas of your own, which automatically generate under the stimulus of the meeting. For example, many a salesman has greatly benefited from a meeting, not directly from the formal presentation and group discussion, but from some comment which sparked a clear idea in his own mind. Sales trainers who are familiar with this triggering of imagination, call it "finishing the puzzle." By this they mean that the salesman has already partly developed his own idea: the atmosphere of the meeting suddenly clarifies the whole thing.

**8. Seek ideas everywhere:** Ideas are a salesman's best friend. They exist everywhere. Therefore seek sales-making ideas at a sales meeting, by (1) constructively listening to the speaker, (2) listening to fellow salesmen before, during and after the meeting, and (3) letting your imagination roam.

**9. Get more by participation:** Attending a meeting without participating you guarantee that you will extract the least possible number of helpful ideas. In small meetings, ask questions to obtain additional information. And where size or character prevents open discussion, button-hole the speaker after the meeting. Also in either case, thoroughly discuss pertinent points with your associates during recess and adjournment. You're there for important business: constructive participation assures you of greatest return for your time.

**10. Take notes:** A memory cannot be filed. Too many topics, ideas and viewpoints come up in a sales meeting to depend on recollection, especially a few days or weeks after the event.

I know a salesman who has been in the \$50,000 bracket for so many

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N. MEISNER, Sales and Convention Manager

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## Reprints for Your Salesmen

Reprints of "Here's How to Cash In on Sales Meetings" are available by writing: Readers' Service Dept., Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa. (Under 100, 15c each; 100, \$14.55; 500, \$21.75.)

years that his main problem is Internal Revenue. He started his climb and remains on top because he always has new ideas. Where does he get them? From his little notebook which is always with him, dog-eared from constant use. This man says, "The only difference between top and bottom salesmen is ideas." When an idea comes up, make a note. Don't take time during a meeting to evaluate its merit—you can do that at some future free moment.

11. Make a new idea 100% your own. When somebody presents an idea at a meeting, make it yours by putting it to this three-question test:

*What does it mean in your own words?* Hardly any two men describe an idea in identical language. Therefore if the speaker presents a point in words which you ordinarily would not use, "translate" it. This not only helps you understand it; it imbeds itself in your memory and therefore leads to successful application on prospects.

*Recall one typical prospect and visualize how you could use that idea on him.* Visualize this prospect's personality, questions, objections. Next consider how you would use the new idea to sell that individual. This is the second acid test that creates understanding, acceptance and application of a new idea.

*To how many other prospects can you apply this idea?* Recall several of your customers and prospects. Consider each individually and check application of the new idea to each of them. Some ideas have limited application, others have relatively universal use. When you have met the latter, it's money in your bank.

## Tips on Taking Notes

A. Jot down key points only. Keep them brief. Use abbreviations.

B. Number key points. For instance, if the speaker presents six ideas, number your notes in sequence.

C. Write legibly.

D. Use a notebook for permanent reference.

## Follow-up Pays Off

12. Turn your new idea into bigger pay checks: By now you have armed yourself with one or more good ideas which will carry you up onto a permanently higher plateau of sales and earnings; that is, if you put them to work.

Here are two suggestions:

(1) Try the new idea on a minimum of 20 prospects. A new idea is like a new suit: it usually requires alterations. So turn your back on the temptation to drop it after a couple of so-so attempts, and instead, stick like a leech to your plan of 20 tries. As you keep working at it the strange new idea will suddenly change to a familiar and successful sales-maker.

At this point in your ambition for greater success, you will be faced with another temptation. And this is the tendency of fat and rich salesmen to drop valuable ideas. Maybe you get tired of hearing yourself use the same old idea time and again, but remember, it's all news to your prospects. So here's suggestion:

(2) Make it a practice to apply your successful new idea week after week, month after month. Eventually, constant repetition will result in a permanent habit and habits are hard to break. As a result you will have permanently improved your sales-making and income-producing powers. Which brings us to the fact that bigger pay checks is where we came in.

To sum up, sales meetings are here to stay. Each offers opportunity to ambitious salesmen. Come prepared and you'll be sure to turn the meeting into income.

The End



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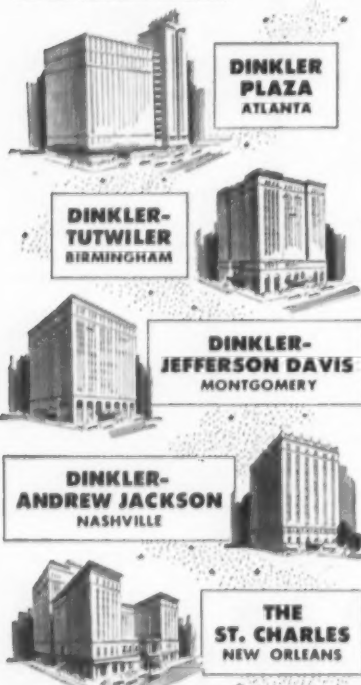
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ELECTRONIC DEVICES to reveal survey results. (l. to r.) Gus Swaer, designer, goes over display plans with Ad Manager John Duncan and Sales Manager William T. Stopford.

## Boonton Goes Out on a Limb To Back Survey with Exhibit

Orders exhibit for Housewares Show long before results are known on consumer acceptance survey. All promotional avenues used to build traffic to booth on basis of expected results of study. If survey backfires, display will have holes where new product line was to be shown.

Results of what is believed to be the first national consumer survey on pattern preference in dinnerware will be revealed at the Housewares Show, Chicago, by Boonton Molding Company, Boonton, N. J.

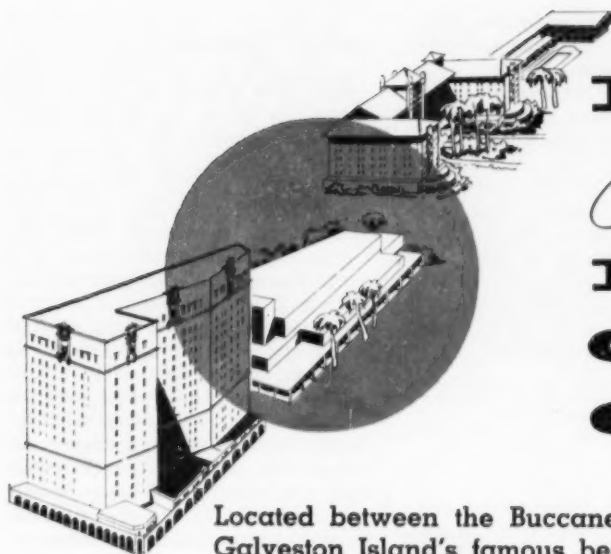
Boonton's entire presentation at the show will be built around this market survey, results of which will determine whether or not Boonton will introduce a completely new line of melamine dinnerware to buyers. Hazard involved to Boonton in this undertaking lies in the fact that survey results will not be tabulated until shortly before the show opens. In theory, survey results could reflect poorly on the patterns being considered for the new Boonton line. "If this happens," according to William T. Stopford, sales manager, "we are prepared to scrap every design until

we achieve patterns and designs of high customer acceptance."

Unique feature of the survey is that it tests consumer pattern preference not just among new Boontonware patterns, but also against the top sellers in competitive lines of decorated melamine dinnerware. The research is being conducted by Psychological Corporation, New York City.

Boonton Molding Co. is asking housewares and china buyers to "Test Your Buy-Q" — at the Boontonware booth—to see how closely their buying knowledge and experience checks against actual customer preference in decorated melamine dinnerware.

Another feature of the survey that is of particular advantage to buyers is that the country is being broken down into several geographical areas. Differences in consumer preferences



**NEW !**

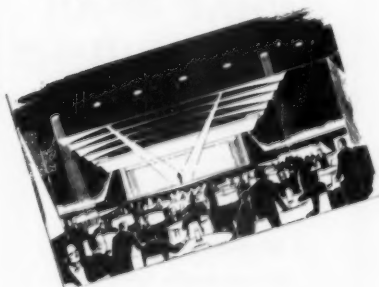
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### RADIOS



by regions can affect the number of patterns marketed and promoted either nationally or in any one area.

To test his "Buy-Q," a buyer will indicate from which part of the country he comes. He will then push a button to see what his customers said they would buy according to the survey.

### Buyer Forewarned

The buyer comes to the Boonton booth forewarned. Weeks prior to the

opening of the Housewares Show, when the survey was just underway and no results were tabulated, Boonton informed all its customers by letter, and many by a salesman's call, that this customer preference test was being conducted. They were told the pattern preference measurement was being concentrated among those housewives who had some plastic dinnerware in their homes or who were familiar with it. Housewives who had never heard of plastic dinnerware were omitted from the survey as not constituting a prime market.

In addition to the direct mail and personal announcements of this survey, Boonton ran advertising in trade publications to invite buyers to "Test Your Buy-Q" at the Boonton booth at the Housewares Show.

Says Stopford, "We feel we are doing buyers a service that, so far as we can determine, has never been done in the dinnerware field. We are accumulating actual data on what customers say they want and will buy. This will certainly eliminate much of the guess work in the buyer's job of selecting melamine dinnerware. If Boonton patterns do not have high customer acceptance, best time to know it is right now—not after our dealers' and distributors' shelves are filled. We recognize, too, that there might be emphatic differences in taste geographically. That's the reason the survey is being tabulated by region."



## ASK THE FOLKS WHO COME TO BOCA

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**HOTEL AND CLUB**  
BOCA RATON, FLORIDA

"HOME OF THE WORLD'S MOST PAMPERED CONVENTIONS"

### Three Years' Work

The market survey is a culmination of more than three years' work in designing and engineering the new Boontonware line. For the first time Boonton is bringing out decorated melamine dinnerware.

## WHAT IS AN ENTERTAINMENT CONSULTANT?

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**HOWARD LANIN**  
Industrial PRESENTATIONS

Division of Howard Lanin Mgt., Inc.  
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Designer for the new line is Belle Kogan Associates. Thousands of sketches were considered. Dozens were made up in plaster prototypes. Of these, only six were selected by panels of designers, editors, decorators and merchandising experts to be tested for the 1957 Boontonware line. Of these, an estimated two or three actually will reach the market.

### Buyers Tested in Advance

Stopford believes that buyers will welcome this scientific research which will determine in advance the probability of the line's acceptance and therefore help the buyer to do his job better. As an adjunct to the consumer survey, most buyers will have been tested by Boonton's salesmen using the same questionnaire and essentially the same techniques as are employed by the Psychological Corporation. Rather than giving their personal preferences, buyers will try to forecast what patterns their customers will select. The buyers' forecasts will be placed in sealed envelopes and filed until final results are tabulated. Each

buyer will be given his forecast (still sealed) at the Housewares Show. This is expected to step up attendance and interest in the Boontonware booth.

Design of the booth itself utilizes audience-participation electronic devices to dramatize results of the market survey. The display was designed and constructed by Ivel Corporation, New York City.

Boonton is so sure its survey results will prove the new line is preferred over all others, it doesn't consider that it is taking much chance

on producing an exhibit to play up the study. However, if the company is proved wrong and competitive lines do overshadow Boonton designs in the study, Boonton simply will erect signs in its booth to say it is not introducing its new line because it does not have consumer preference.

"There just will be big holes in the exhibit where the new line was supposed to be shown," explains a company spokesman, "if the remotest possibility occurs and Boonton does not come in first."

The End

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## If You Want To Treat Your Speaker Right...

Here are dozens of tips on the right away to invite and handle speakers graciously, efficiently and in a manner to do you credit.



BY C. J. CARNEY, JR.

*Managing Director, Society of Industrial Packaging and  
Materials Handling Engineers*

There are certain basic considerations, call them check points, call them just plain courtesies, which you as a program chairman ought to observe by the very logic of your assignment.

For example, nobody ought to have to tell you that under every circumstance your prospective speaker is a guest. He is first of all your guest, for you are, in effect, host for your group. He is also, of course, the guest of the group and don't let your people forget it!

There are definite rules to follow in the field of "speaker relations" for program chairmen, and in my view these rules may be divided into three parts as follows:

1. Approach to the speaker.
2. Handling the speaker at meeting time.
3. Post-meeting relations.

### Speaker Is Your Guest

No matter what the occasion, the importance of treating a speaker as a guest cannot be underestimated. It makes no difference whether the speaker is a professional orator or an amateur; whether he is paid a fee or not; whether he is a big shot or an unknown; whether he comes from out of town, or from within your own group; whether it is the opening meeting of your season, or the end of the year, or somewhere in between.

In a speaker you are not getting an assembly line product. Rather, you are

getting a complex human being to devote some time and some attention to his talk and his appearance before your group.

Your invitation to him is important—not only to you and your group but to him. Give your speaker the benefit of every consideration. The fact that he is appearing before your group indicates that he values your invitation, at least in some measure, and so does his company, or his wife. Under any of the circumstances noted herein he is giving you and your group of himself in some measure, be it large or small. As a human being, he is deserving of your respect, isn't he? That is basic in human relations so let's start there.

### Areas of Responsibility

Let us examine the three areas of responsibility which have been noted.

**Invitation:** It should be explicit, it should at least include the following:

1. Date, exact time of day or evening that he will speak, place, address, city, state, whether or not the meeting is a luncheon, dinner, if either.

2. Formal name of the group; approximate size of audience; whether it is generally all male or mixed; general characteristics of audience (example: whether or not they are salesmen, sales managers, etc.) If you have any descriptive literature on your local or national group send it along.

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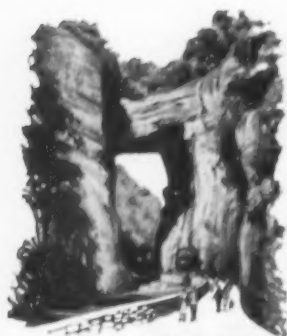
**V.I.P. Post-Convention Tours . . .** Vacations Individually Planned at low tour prices, all the way from New England to Hawaii. Full details on request.

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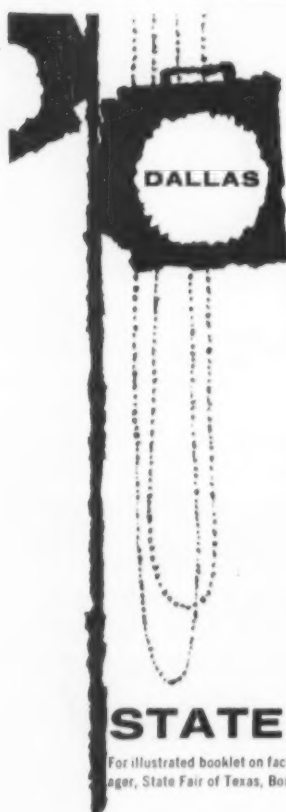
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James H. Hunter, General Manager, Natural Bridge, Virginia



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## STATE FAIR OF TEXAS

For illustrated booklet on facilities, write James H. Stewart, Exec. Vice President and General Manager, State Fair of Texas, Box 7755, Dallas 26, Texas.

3. Purpose of the meeting—its general theme if any—and very important, topic which you would like the speaker to discuss. It isn't always possible to be specific about a topic, in fact, sometimes it may even tend to handicap a good speaker. However, in giving a topic you should at least include a few words about what you are trying to cover. This gives the speaker an opportunity to decide for himself whether he is qualified in that particular area and if he isn't then usually he will tell you so and suggest another area in which he feels more competent.

4. Length of talk—be specific—tell him 15 minutes, 20 minutes, 30 minutes as the case may be. Suggest that he may also wish to use visual aids and by all means tell him that you will be willing to provide necessary visual aids for him if he will specify them.

5. Name other speakers and talks scheduled during the meeting at which he will appear—when they will be given. By all means if you have others on the program be sure to send your speaker an advance copy of the line-up so that he can show them to his superior and to his wife.

6. It may be necessary to tell the speaker what clothes to wear, for oftentimes he will ask whether the meeting is a formal meeting or an informal meeting.

7. Provide detailed information as to how he can reach the meeting if it is to be held in an out of the way place.

8. And very important, in writing your speaker, if he is from out of town, ask him if you can make his hotel reservation for him and find out when he will arrive. Suggest also that you could perhaps arrange his return railroad or plane reservation. If he wants you to make his hotel reservation be certain that he gets a nice room and check with the hotel the day before his scheduled arrival to make certain that it is available.

### Check with Hotel

As a long-time traveler I know that the best operated hotels slip up now and then and it may be extremely aggravating to your speaker, as it has been to me on several occasions, to have a confirmed reservation for 8:00 AM only to be told that I can't get into a room until 5:00 PM or 6:00 PM or even 10:00 PM that night.

Incidentally, most speakers prefer staying at a hotel rather than at a



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### HOTEL ADOLPHUS

#### Summary of Convention and Meeting Facilities

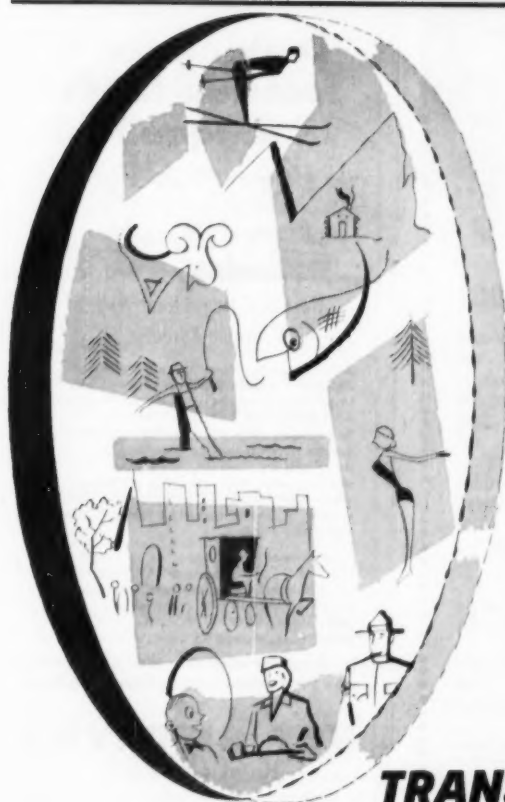
| ROOM            | FLOOR     | SEATING | DINING | SIZE<br>SQ. FT. |
|-----------------|-----------|---------|--------|-----------------|
| Grand Ballroom* | Lobby     | 1,350   | 1,000  | 8,030           |
| Regency Room*   | Lobby     | 1,000   | 800    | 6,510           |
| Roof Garden     | 15th      | 500     | 400    | 3,374           |
| Cactus Room     | 21st      | 300     | 200    | 2,640           |
| Danish Room     | 15th      | 200     | 175    | 1,500           |
| North Room      | 15th      | 100     | 80     | 900             |
| French Room     | Lobby     | 175     | 135    | 2,000           |
| Parlor A        | Mezzanine | 150     | 135    | 1,290           |
| Parlor B        | Mezzanine | 40      | 30     | 378             |
| Parlor C        | Mezzanine | 50      | 40     | 627             |
| Parlor D        | Mezzanine | 110     | 90     | 957             |
| Parlor E        | Mezzanine | 25      | 20     | 288             |
| Parlor F        | Mezzanine | 30      | 25     | 385             |
| Parlor G        | Mezzanine | 75      | 65     | 682             |

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private home. They have things on their mind; they have last minute preparations for the talk; they may want to rehearse privately; they may want to have a friend up to the room for a social visit, or they may just want to rest. Don't insist on being hospitable. Extend your invitation and if your guest says no let it rest at that.

Another thing, if your group is unable to pay the expenses of a speaker don't hesitate to say so, but do it gracefully. You can make yourself a lot of friendships by offering

hospitality such as getting hotel rooms, travel reservations, even though your group is financially unable to pay expenses or fees.

**Meeting:** You should ask your speaker if you or your committee can meet him at the train or airport if he is coming in from out of town. Your thoughtfulness on this score will be welcome. If the speaker prefers to go directly to the hotel alone, leave a note for him asking that he telephone you or one of your associates immediately after his arrival and in-

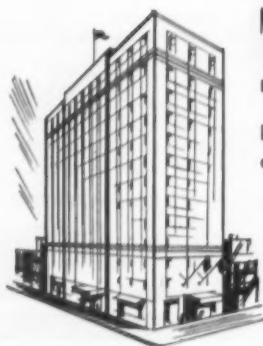
clude the telephone number. Arrange to meet with him as promptly as you can for lunch, dinner or for cocktails. Be certain that someone meets him at the meeting place and escorts him to the speakers table.

### Gift in Room

Incidentally, it is a nice gesture, especially when your group isn't paying expenses, to see to it that your speaker is sent a bottle of refreshment, or maybe a small basket of fruit which is available through the hotel catering department. If you have a woman as a speaker, send her some magazines, a bouquet, or a gardenia or other conservative corsage.

Ask your speaker for a copy of his talk in advance, and ask him about himself so that you can have material for a proper introduction. For example, you should know something about your speaker as to his title, name of business affiliation, address, city and state, his prior business experience and possibly his college and the degree which he took.

It is helpful to have a copy of his talk in advance but never ask your speaker to provide you with a quan-



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- 4200 square feet of exhibit space on one floor.
- Complete meeting equipment available—16-mm projector, PA system, spotlights, etc.

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This "hotel of the far-famed name" has proved ideal for area groups and national meetings. Nearby, five 18-hole golf courses. New-old Greensboro is the center for 8 colleges, a variety of thriving industries, encircled by beautiful countryside rich in historical interest.



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- Accommodates groups up to 200, with 100 bedrooms, 10 suites, many air-conditioned, all newly decorated.
- 8 private meeting rooms, one the detached Manor Hall seating 500 with plenty of legroom, un-pillared.
- 3 banquet rooms, largest seating up to 500 for comfortable service.
- 6000 sq. ft. exhibit space on 1 floor.
- Complete equipment available—16-mm projector, P.A., spotlights, etc.

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tity of his talks. At most ask him for three or four copies and take the responsibility of duplicating these copies.

If, in your town, newspapers are cooperative, it will be helpful to ask your speaker for a glossy print so that you might send it to the editor of your most cooperative paper along with a note on the subject of the meeting, time, place, etc.

#### Permission to Record

If you want to record your speaker's talk, you should have his permission to do so because, technically speaking, the talk is his own property and you ought to have his permission to reproduce it if you plan to do so.

If you are paying your speaker, have a check ready at the time of the meeting for his expenses. Many speakers will let you know what their expenses will be in advance in order that the amount can be included in the check. Be certain that your speaker gets to meet other persons at the speakers table and give him the benefit of a reminder as to the meeting several days in advance.

If your meeting is a national meet-

ing, of course you have a different set of circumstances and your obligations to the speaker may even be more than if he is going to talk before a local meeting. At national meetings there are functions of various kinds to which your speaker ought to be invited just as a matter of courtesy. If his wife is with him, she should be invited to social functions, too. She ought to be given a corsage to wear at the luncheon or banquet at which her husband is the principal speaker, and she ought to be given a seat right in front of the speakers table.

**Arrangements:** In your correspondence with the speaker you should have learned what materials he will use or need as props—a screen for motion pictures or slides; projector, motion or slide, record player, blackboard, easel, pointers, chalk and erasers. He may want a flash pointer or he may need an extension cord. Possibly he may be providing his own visual aid equipment, but if he is talking in a large room you will have to provide a public address system. If you are having a panel of speakers you will require several table mikes

## CONVENTION MANAGERS!

Here's why more and more convention groups choose Puerto Rico for meetings and conventions!

### 1. New and expanding hotel facilities!

All modern, air-conditioned, with capable staffs and plenty of exhibit space.

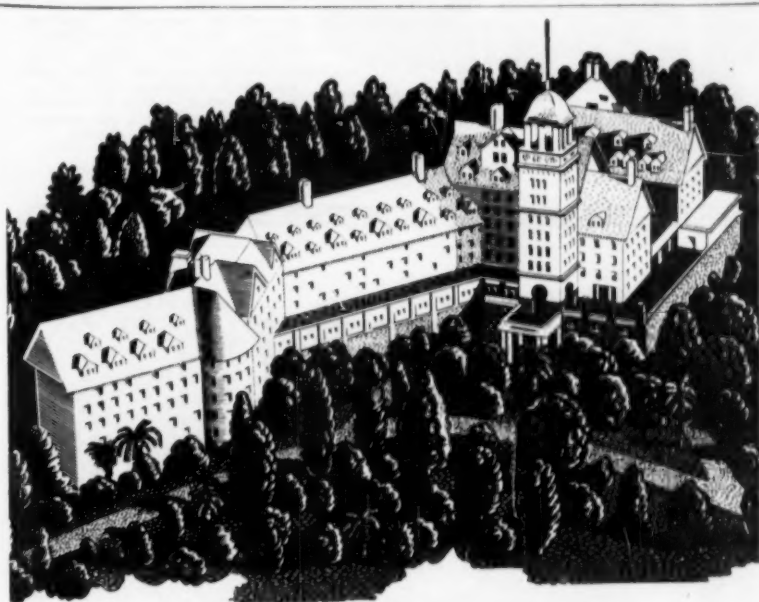
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For full details call Chuck Naya at MU 8-2960 in New York, or write Dept. SM-8, Commonwealth of Puerto Rico, Economic Development Administration, Division of Tourism, 579 Fifth Avenue, New York 17, N. Y.



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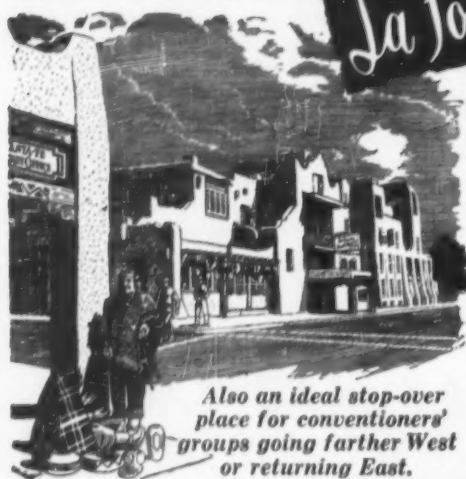
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or maybe you will need special traveling mikes for your questions and answers. Your PA system should be checked before the meeting begins and you should be certain that there is an electrician or PA man on hand during the entire meeting. How many times have you been at a meeting when, during the course of the talk, the system set up a howl and holler to the complete distraction of your speaker and everyone else? Be sure that you have assigned someone to check on props and to help the speaker set up whatever props and exhibits he may use, and also, to help him pack them afterwards.

There should be a rostrum or podium and it should be adjustable in height if possible. By all means, lights should be working, and there should be a pitcher of water and a clean glass within easy reach of the speaker.

If you as program chairman aren't handling the meeting then you should post the meeting chairman as to material for the introduction of the speaker.

### Chairman Sets Tone

Remember, the meeting chairman has a lot to do with the success or failure of a meeting. He sets its tone. He can help make or break a speaker by the relaxed way in which he puts the audience at ease as well as by his appreciative introduction.

The introduction should be kept short and simple, preferably not more than three minutes in length—five minutes at most. Include the name of the speaker in full, his organizational connection and job title, title of his speech and enough of his background to explain why he is present. A skimpy introduction is as bad as a long one.

By all means, the chairman must not yield to the temptation of a microphone and fall in love with the sound of his own voice. After all he is not the principal speaker—only the introducer.

### Write Introductions

Introductions should be written out because too many of us may think we are brilliant improvisors but too often we fall flat on our faces. Be certain that you know how to pronounce the speaker's name correctly and as the chairman be certain that you meet him in advance of presenting him. Don't try to be witty—don't belittle—don't patronize!

The chairman of a meeting may

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have trouble staying awake during the speech but it is worth the effort. He should be alert. There should be no back and forth conversations at the speaker's table. Don't shuffle papers around; don't wave at others in the room.

### Sit in Front of Speaker

It is a good idea for the meeting chairman, and others on the program, to sit in front of the speaker, or off to one side, rather than behind him.

If you have an agenda of other business at your meeting, be certain that the business does not infringe upon the time which you have allotted to your speaker. If a speaker is told that he has 20 minutes you ought to be certain that he has 30. It is an insult to bring the speaker to a meeting with the understanding that he can talk 30 minutes and then to advise him a few minutes in advance of his speech that he has only 29 minutes or 15—no matter what the reason is. It is always better to have your meeting break up earlier than to have it run overtime or to tell the man who has given his best to be with you that he must forego much of what he has prepared. Many speakers who are summarily advised that their time is cut short are tempted to say that the group can go to hell!

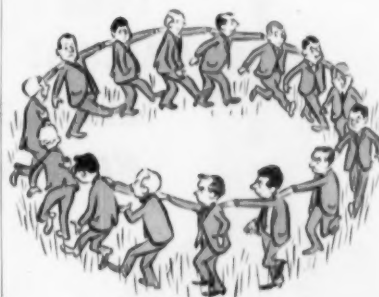
### Questions and Answers


If your speaker is giving an inspirational talk a question and answer session is out of place. If it is a technical talk, the speaker should understand that you will have a question and answer period. If it is a small group, questions can come directly from the floor. If it is a large group, question cards should be handed out to the group and questions should be written down as they occur to the audience and then collected and given to the speaker. In any case, after the speaker is through, the least that you can say as a chairman is a hearty "thank you" for his appearance. Even when the speaker is paid a fee he deserves and needs the appreciative thanks that should come for a job well done.

**After the meeting:** A thank you letter is an absolute must following your meeting. Everyone feels good when he receives a thank you note of appreciation from the program chairman, if the talk has been a good one, send a letter of commendation to the speaker's boss.

If your speaker has been unpaid

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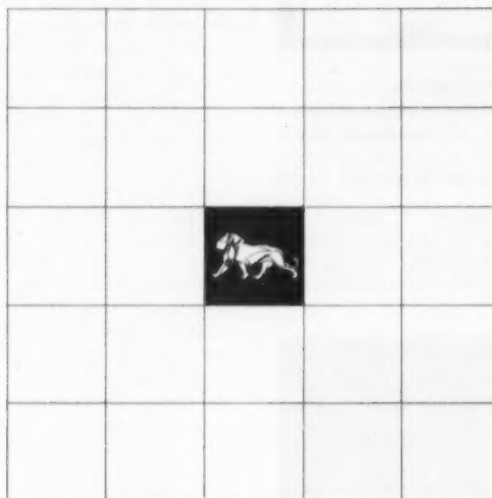
send a small gift to his home as a gesture of appreciation. Something symbolic of the meeting if possible—product of one your company members or maybe an inexpensive gift from the organization itself.

In your letter of thanks it would be nice for you to ask your speaker what improvements can be made in

your meeting procedure. Make it clear that you are not looking for praise, but helpful advice that will possibly help future meetings.

And finally, let your speaker know if you have recommended him to other groups. That is the highest compliment that you can pay him.

The End



## Get-Acquainted Bingo

Allied National Drive-In Assn. turned the old fashioned "Bingo" game into a sure-fire get acquainted stunt at its convention.

Each delegate was given a blank bingo card when he registered. He was instructed to fill in each space with the signature of a fellow conventioneer. Because there are 24 blank spaces delegate had to introduce himself to at least that many people in order to fill his card.

On night of the convention banquet a drawing was held. Instead of conventional numbers, names of delegates were drawn and announced. As each person's name was called he stood up to give everyone a chance to see him. Cardholders who had his name, covered it on their cards. Game continued until someone completed a full line of five spaces, and won the prize.

Enthusiastic convention officials credit the stunt for helping "to break the ice."

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**TWO-STORY EXHIBIT** is used by Leeds & Northrup when height restrictions are relaxed. Upper floor serves as private consultation area. Even on stairway between levels, space has been utilized for effective panel display.



## What Can You Do with Cubic Content?

**Use of cubic area in exhibits put to practical test at Instrument Automation Show. New era in design in prospect if trend is picked up by other shows. Most like results.**

Visitors and exhibitors at the 11th Annual Instrument Automation Conference and Exhibit recently on the boards at the New York Coliseum were seeing all sorts of new things including models of the earth circling satellite.

But one of the innovations which aroused much interest was the introduction into this major trade show of the cubic content type of display. New booth designs permitted by this deviation from standard rules gave the show something of a world's fair

atmosphere.

For years, trade show rules and regulations have remained static. They have adhered to the eight-foot backwall and three- or four-foot side dividers between booths. Even prefabricated or specially constructed booths have had to conform.

Also, for years, showman Fred J. Tabery has advocated a liberalization of these rules and regulations. This year, with Tabery managing one of the important trade shows in the country, he decided to make the move he had long sought to convince show managers was inevitable.



**DIFFERENT APPROACH** to use of cubic content is taken by Foxboro. Open, walk-through unit permits larger number of visitors to examine materials on display than usual.



**INEXPENSIVE BOOTH CONSTRUCTION** is proved possible when cubic content is utilized. Here a maximum number of items are on display in small booth without cluttered appearance—impossible in standard booth.

Specific areas were set aside in which exhibitors wishing to take advantage of the relaxed rules could use the cubic content type display. This permits an exhibitor to come out full height on both sides of his booth, as well as on the backwall, and to do anything he desires within the booth with partitions, showcase effects and other unique methods of presentation. In addition to utilizing this type of booth, which until now had been considered unorthodox, exhibitors were permitted in some areas to build as high as 15 to 18 feet.

In explaining his move, Tabery emphasizes that with the growing importance of trade shows as an advertising medium, he feels exhibitors should be allowed to make their presentation in the best possible manner and have the same flexibility permitted advertising managers in writing copy and preparing layouts. "This permits the trade show exhibitor," says Tabery, "even in a standard 10 by 10 foot booth, the advantage of a three-page spread for the price of one. It gives more display area per dollar of cost than the generally accepted type of trade show exhibit."

He points out the increased opportunity it gives for displaying products or services. Recognizing that the cost of space is a minor factor, Tabery feels that the expense put into transportation of products and personnel, and advantages of good visual displays, make it obligatory to see that exhibitors, and visitors who travel great distances to see the products and services displayed, have the maximum opportunity for showing and viewing them.

Reports from the Instrument Automation Show indicate that Tabery made a move in the right direction. Exhibitors at their annual meeting voiced a vote of thanks to him for his progressive and forward thinking. They were enthusiastic about taking advantage of the unlimited potentials of the new type of display. Some 30 show managers visited the Coliseum during the week and evidenced to Tabery their approbation of his move, indicating that they are considering this advance for their future show planning.

A few diehards, of course, naturally found some fault with the move. In response to their expression of dissatisfaction that this type of display could easily be a disadvantage because it would block the vision to adjacent exhibitors, Tabery points out, from his many years of experience, that this is not the case. He feels, to the contrary, that it gives more privacy. "After all, a man can't talk to a pros-



MAJOR PRODUCT DISPLAY for Beckman is in 50 by 20-ft. area (above) while across aisle an attractive information and consultation area (below) also utilizes cubic content.



ANOTHER EXAMPLE of use of cubic content of booth area.

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STRONG, LIGHT, COMPACT**



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**CENTER TREATMENT** in Dekoron booth would not be permissible under regular rules.

pect until the prospect is at the booth. No one ever made a sale from 50 feet up the aisle. When you read a magazine you can't see the ad on the next page without turning the page, and then you can concentrate on that ad without being distracted by the ads on the preceding pages," says Tabery. "It is the same with the new type of display," he continues. "When a prospect reaches the cubic content

display, he is not distracted by the 'ad on the next page.'"

This will open an entire new area of operation for everyone interested in trade shows and trade show displays—show managers, design and construction firms, artists, and others in related industries—Tabery prophesies. With the use of this new type of display, maximum opportunity is offered—a chance to see from all sides.

## Alcoa Barnstorms 15 Cities in 30 Days

When it comes to barnstorming, Aluminum Company of America is second to none! Pittsburgh-based firm's "Builders' Clinic on Aluminum Clad Insulation" toured 15 cities, from Philadelphia to San Francisco, in just 30 days.

Clinic featured dramatic presentation outlining advantages of aluminum-clad insulation, backed up by results of recently completed tests by National Bureau of Standards and Pennsylvania State University.

Time element was biggest problem faced by the meeting planners. Research findings were not announced until early summer and Alcoa wanted to get the information to builders as soon as possible. Live show was decided on as more effective and more personal than direct mail or trade advertising.

Max Richards, Inc., New York City industrial show producer, wrote and produced the clinic. Ketchum, MacLeod & Grove, Inc., Pittsburgh, Alcoa ad agency, hastily booked hotels in 15 cities. Hotel ballrooms had to be large enough for stage, show equipment and 200 to 700 guests. Important factor was finding rooms with ceiling large enough to accommodate 16-foot-high stage mountings.

Home builders in each city and surrounding areas received personal invitations to the show from Alcoa's local offices. Telephone was used in most cases.

Because of the tight schedule, the show flew whenever necessary, making lightweight equipment a must. Especially constructed stage was made entirely of aluminum. Both platform and stage were adjustable—in case of low ceilings or hanging chandeliers.

Show was built around slides produced by Cellomatic Corp., New York City. Two professional actors got an assist from Charles Pridmore, of Alcoa's engineering department, in explaining the various charts and graphs. Mary Patten, Broadway actress, offered tips on selling to the housewife. (Example: Sell a *small* air conditioning unit, but never a *small* heater.)

Clinics also marked kick-off of Alcoa's \$1 million advertising program on consumer and trade levels to promote aluminum-clad insulation.

Tentative plans call for 45 clinics in 45 cities in 1957. "Looks like a busy year ahead," comments George Tonjes, Ketchum, MacLeod & Grove merchandising department.

**The End**

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splendidly equipped to handle  
all business and social functions.



**THE BESSBOROUGH**—260 rooms—  
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especially designed and equip-  
ped for all convention require-  
ments.



**THE NOVA SCOTIAN**—190 rooms—  
Halifax, Nova Scotia... Over-  
looking historic Halifax harbour,  
this modern hotel ranks among  
Canada's best.



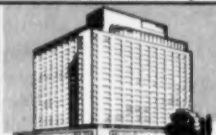
**THE CHARLOTTETOWN**—118  
rooms—Charlottetown, Prince  
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**NEWFOUNDLAND HOTEL**—140  
rooms—St. John's, Newfoundland  
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**HOTEL VANCOUVER**\*—500 rooms  
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**THE QUEEN ELIZABETH**—1216  
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**JASPER PARK LODGE**—650 guests  
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**Want your next convention to be the most successful ever?** Then stay at any of these Canadian NATIONAL Railways "Hotels of Distinction" and enjoy unsurpassed meeting facilities. More than that, consider the fabulous sport and recreational attractions they offer, plus of course, the very finest in service and accommodations.

Canadian NATIONAL Railways will save you time and trouble by completing all arrangements for both transportation and hotel accommodations. We'll also plan interesting pre-convention and post-convention "Maple Leaf Package Tours".

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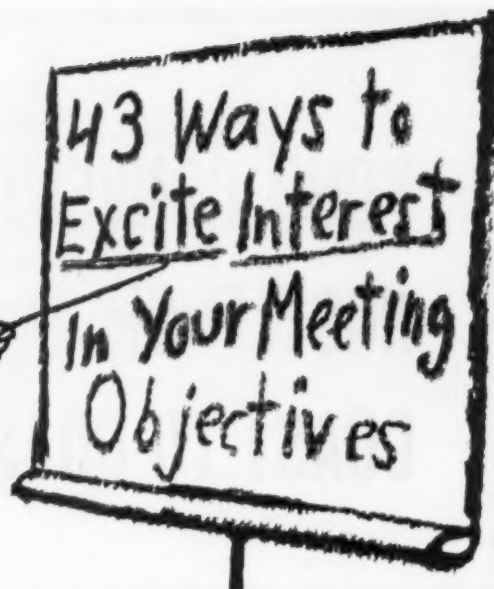
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John Potteiger, N. Y. Convention Rep.  
TEmpleton 1-2605



BY WILLIAM J. TOBIN

Techniques to get active participation into all of your sales meetings.

At a recent gathering of the clan (New York Sales Executives Club) I posed this question to as many of the members as I could collar in the four hours we were there: "What is the biggest problem you have in conducting a sales meeting?"

Something like half the members I queried came back with "Getting salesmen to take an *active* interest in the proceedings of the meeting" . . . or, comments closely paralleling this. This surprised me somewhat because participation is a key word in selling. And, if anyone should be an old hand at this game of gaining participation, the veteran sales executives I spoke to should have been.

I doubt that there is a sales executive in America today who doesn't appreciate the value of participation in a sales *interview*. Customer participation in a sales talk or demonstration is one of the foundation stones of successful, individual salesmanship. Without it, sales come harder; with it, sales come easier.

#### Executives Too Busy

When it comes to injecting participation into a sales meeting, however, some sales executives seem to be at a temporary loss. This may be because they are too busy with plans, ideas and procedures.

In planning stages of a sales meeting, participation probably seems to

be of secondary importance. Post-meeting thinking, however, makes the planner realize that if he had been able to inspire a little more interest, enthusiasm and involvement of the physical and mental faculties of his men *during* the meeting, sales development results might have been far different. Sales, or the personal development of each salesman might have been given a bigger shot in the arm.

If this describes a situation and need that is familiar to you, take heart!

Here are 43 ways to inspire your salesmen to take a more active interest in the proceedings of your sales meetings. You can pick and choose the techniques best suited to your needs. Wise use of two or more should mean quicker comprehension, acceptance and mastery of your meeting objectives by your salesmen.

Important thing to notice: Common denominator of all these suggestions is that it assigns a job, role, duty or *part* to salesmen.

#### As Members of a Team

1. Organize "buzz" groups, use panels, break up salesmen into committees, assign two or more to a team. Have teams compete against each other for best answers to tough sales problems.



## his sales meeting ended 20 minutes ago

Sure, he is getting more good out of *this* convention. When the day's business is wrapped up, it's only a matter of minutes till he is out pursuing his favorite pastime—playing golf, ice skating, shooting trap or skeet, swimming or just sitting and soaking up the sun. Fact is, even the business meetings seem more fun.

Let us show you how nicely our facilities will meet your convention requirements. Just write Mr. Winston McCrea, Manager, Sun Valley, Idaho.

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|------------------------|---------------|
| OPERA HOUSE            | 500           |
| DUCHIN ROOM            | 100           |
| SLALOM ROOM            | 100           |
| Numerous smaller rooms | 20 to 50      |

### BANQUET ROOMS

| No. of Rooms      | Max. Capacity |
|-------------------|---------------|
| LODGE DINING ROOM | 350           |
| CONTINENTAL       | 600           |

*Liquor by the drink available per state laws  
except Sunday and designated holidays.*

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| AMERICAN PLAN                            | EUROPEAN PLAN       |
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| <b>\$15</b> per person, two<br>in a room | RATES ON<br>REQUEST |
| <b>\$18</b> per person,<br>single room   |                     |

### CAPACITY

Sleeping accommodations for 500 persons

2. Pit one side of a room of salesmen against the other. Pose a challenging question that calls for a multitude of suggestions, solutions or ideas, and alternately ask for them first from one side and then the other. Sample questions: "How many different sources of new prospects can you name?" "Let's see which group can come up with the most ideas for using time between calls."

3. Use the seminar method. It is especially adapted to limited-category groups: cubs, veterans or problem-

territory men, for example. Have one man describe a problem and the others act as advisers.

4. Ask for a group performance. Say, for instance: "Let this be a shirt-sleeves session in which everybody gets into the act. Everybody take off his coat!"

5. Let your men stage a sales meeting without you. Have them report to you individually at the next sales meeting you conduct.

6. Appoint a panel of interpreters.

Select a random panel of salesmen from the audience who, during or after a talk, translate points made into their terms.

7. Organize a group game. This will pre-heat your audience and loosen their muscles and tongues for the serious, later business of the meeting. Top executives of one company hit on the idea of a square dance to enliven a sales meeting. A team of executives and their wives gave a brief exhibition of square dances. Then the audience was asked to participate.

#### As Contestants, Prize Winners

8. Pay for their participation. Toss silver dollars out at your audience. Reward them for bright contributions, correct answers, thoughtful comments, ideas, etc.

9. Pass the buck. Pass a real bill (\$1 to \$100, for example) around the conference room table. Award bill to man with best answers to a difficult sales problem. Or, have your audience vote for the best man.

10. Stage a contest during the meeting. Some themes that will inspire a lot of give and take: (a) "In the first five minutes of this meeting,

*"Attention: Convention Manager"*



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13. Hand out surprise packages. Pick them for relevancy. A man who is expert at handling customer complaints might be given a coil of wire. Ask him to explain the acrobatics involved.

16. Try a debate. Match a team

17. Use the good old standby, in which one salesman plays the part of the customer and another the part of the salesman. Alternate suggestions: (a) Conference leader, sales manager for example, talks the role of the customer from in front of the meeting room and a salesman seated in the



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## Something In the Air... Makes a Meeting Click!

And you won't wonder what that something is once you've made the HOTEL NEW WASHINGTON your Seattle Headquarters for sales meetings and conventions. It's the atmosphere here that makes a meeting or convention really meet with your heartiest approval. Whether your meetings are large or small, they are of major importance to us.

It's no wonder that in Seattle, the HOTEL NEW WASHINGTON is preferred by leading national firms such as A. O. Smith Corporation and Philco for their meeting headquarters. Associations also, like the Textile and Apparel Industry, headquarter here during their market weeks each year. You'll prefer it too... once you've tried it!



See your Travel Agent

audience tries "to sell him"; (b) in the same situation, salesmen do it progressively, "carry the ball," in trying to sell the sales manager; (c) use props and stunts (example: toy telephone with a re-enactment of how a top salesman secures appointments with hard-to-see prospects).

18. Have an auction. An annual auction is the high spot of the year for the salesmen with one firm. At this meeting, salesmen auction off prospect cards to each other. Each man gets up, outlines the case of each prospect, asks for suggestions on selling him. If a fellow salesman offers a thought that the owner of the card *hasn't* tried, the owner keeps the card; otherwise he auctions it off for not less than 25 cents and not more than \$2.

19. Challenge each salesman to come prepared to tell a sales story with a prop. Example: One salesman might bring in a fishing tackle and start off with "Let me tell you about the one that got away!" Or, "Here's a fishy story, if I ever heard one, that I got from a prospect the other day. Here's how I turned it into a sale."

20. Plan a mock trial. Make salesmen defendants, judges, lawyers, witnesses. Attempt to make a "case" for or against the defendant's "gross negligence" in prospecting, planning, follow-up after the sale, etc.

21. Give salesmen something to wear. A party hat or a fake moustache will change the personality of an entire audience. Assign each man the job of shaking your hand and telling a clean joke. Guest speaker at a Hathaway shirt sales meeting was greeted by everyone in his sales audience wearing an eye patch over one eye—the latter is featured in all company advertisements.

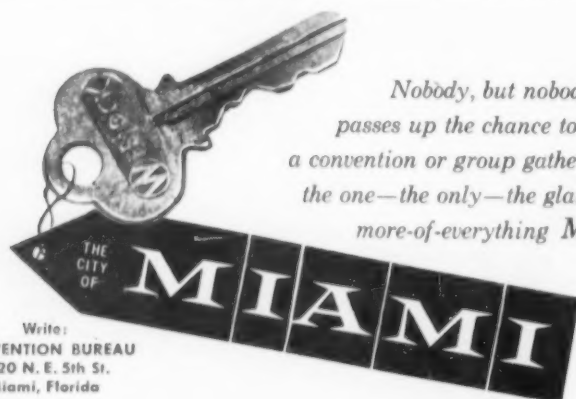
### As Learners and Students

22. Suggest your men make penciled notes of key discussion points.

23. Encourage them to add to a list of blackboard items started by the conference leader. Example: "The BIG buying objection I met this week was..."

24. Use a pre-meeting letter. Letter sent prior to meeting asks men to bring in material, information, problem situations. Or, they report on a customer or competitive activity. Discuss their findings.

25. Drill, quizz and test your men in recommended techniques that win customers and sales.



Write:  
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*Nobody, but nobody, ever  
passes up the chance to attend  
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For additional information write  
John E. Leikman, Director of Sales



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Boardwalk at Michigan Avenue  
ATLANTIC CITY  
4-8111

### As Leaders, Meeting Assistants

26. Use some of your salesmen-audience as prompters. Give one or two of them a question to ask the speaker to "break the ice."

27. Have salesmen with tough sales problems assigned alternately as discussion leaders.

28. Make each salesman a teacher, rather than a pupil, by dividing the meeting into teams of two and have them teach one another the things they had learned at previous meetings.

### As Reporters and Judges

29. Have one or more men sum up. You can use the summation of points to bring into discussion the man who hasn't taken part.

30. Have men help each other. One way to do it: Let them score sales presentations of other men.

31. Use questionnaires. Distribute forms with which your men (anonymously) can grade each other on personal characteristics and selling habits. Don't let anyone, especially yourself, see score sheets.

32. Encourage men to take notes. Provide them with the materials, preferably a meeting outline with blanks for note taking, so that they will jot down notes as they go along.

33. Get them to make decisions. For example, one successful method is to set up a case situation that embodies several points you want to make, and then pass out a "voting sheet" with a number of questions.

34. Appeal to as many senses as possible. Give your men something to see as well as hear, and perhaps something to touch as well. Ask them to report on their findings, observations, feelings.

### As Sources of Information

35. Have men fill in a questionnaire aimed to discover their thinking on the subject to be discussed at this or the next sales meeting.

36. Ask for a show of hands. To prove his contention that most car salesmen were inclined to wait for something to happen, a speaker for that industry asked some 500 sales executives in an audience for a show of hands by those who had been called upon by an automobile salesman this year. Two hands went up. When asked how many had been called on

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PRENCIA INTERCONTINENTAL, Beirut, Lebanon • CURAÇAO INTERCONTINENTAL, Curaçao, N.W.I.

by an insurance salesman, more than half the audience held their hands up.

37. Ask "What's new?" Wait for your men to tell you.

38. Go around the table. Good way to make sure every one takes part. Ask men how they made their last sale, what their biggest problem is currently, what kind of help they expect from the company in the months ahead, etc.

39. Bring in outsiders. Have these people inspire participation. Many firms have used magicians. One firm used a hypnotist who put seven volunteers "under".

40. Organize a "think up" session. That's the name Alex Osborn gives to brainstorming sessions. Every one has to contribute an idea.

41. Stage a question-in-the-hat game. Pass it around. Have salesmen put written questions in it. Draw them out one by one, calling upon the salesmen best qualified to answer each query.

42. Ask leading questions. Ask how, what, why, when, who? Sprinkle meeting with random questions and let participants know that this will be done so that they'll be on their toes and ready for anything that comes their way.

43. Carry a traveling mike into the audience. Ask for questions, opinions, comments, ideas.

As I have said, *participation* is a key word in selling. This is as true of a sales meeting as it is true of a sales interview. Salesmen, just as customers, can be persuaded to act on ideas and suggestions whenever the intangible qualities of concepts become more intimately known to them via activities inspired by participation.

As educators have pointed out to us so often, the most useful and lasting kind of learning takes place in an atmosphere of doing. Getting salesmen to help, mentally or physically, you further the aims and objectives of your sales meeting. An atmosphere of doing secures quick acceptance of any new or old sales training you may have occasion to pass along to your salesmen.

Next time the "how" of securing participation in a sales meeting poses a problem for you, check this list of 43 ways of gaining it. Make participation one of your more important meeting objectives and your salesmen are likely to come away from your talk-fest paying you the simplest, yet highest, of compliments: "That was a darn good meeting. Got a lot out of it."

The End



NEW APPROACH FOR IBM was this exhibit with no center island. Design was prompted by need to save approximately \$5,000 on booth background to meet budget.

## How IBM Budgets Exhibits

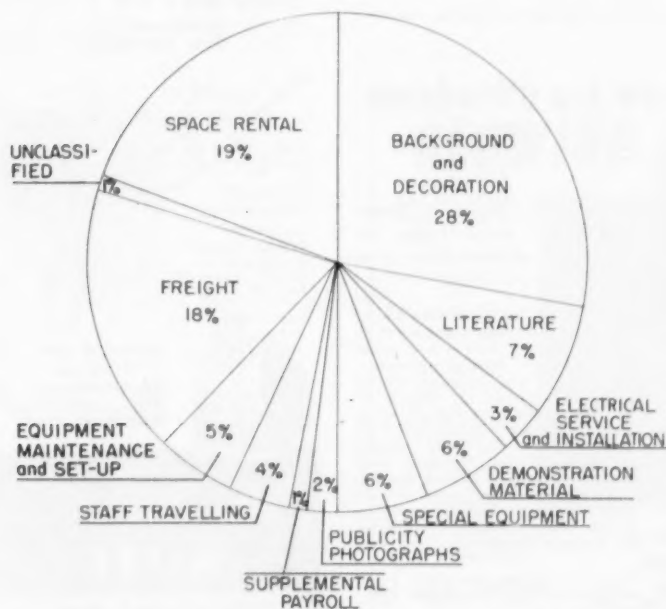
BY GORDON SMITH

Director, Sales Promotion, International Business Machines Corp.

Budgeting has come of age. It is an accepted tool of modern management. There is nothing to be gained by arguing its pros and cons. To be restless and discontent, unhappy and bitter about budgets is like shoveling sand against the tide, and yet there are a great many operating executives

today who fight the battle of the budget, consider it a great unfair dragon. These people are laboring under a complete misconception and reveal quickly a basic misunderstanding of its purpose.

A budget is merely a profit plan. Good budgeting requires planning



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Loretta E. Ziegler,  
Convention Manager

Clifford R. Gillam, General Manager





ahead—not just how to spend the money you are given or how to bury expense or bucket charges.

## To Save Money

Business shows and exhibits from a budget view are designed to save money. Budget as a control by management should be conceived as a positive rather than negative force. The exhibit manager who permits himself to become so conscious of the necessity of saving money that he

neglects to look for ways to spend it has become a member of the controllers staff, rather than the sales promotion staff. Since in the very real sense his activity must be one of spending wisely and daringly rather than saving cautiously and timidly.

If we think of the exhibit department for a moment as an airplane bound for a specific destination, established by sales management, then the money budgeted becomes the fuel to get the plane there. First, where are you going? Second, do you have enough fuel to get there? Third, what

is the best route to travel in order to conserve fuel and reach your destination? Fourth, how many stops can you make? And fifth, what is the most efficient way possible to use equipment and personnel along the way? If there clearly isn't enough fuel to get there by any means, then change the destination goal before you take off.

## In Over 400 Shows

IBM participates in over 400 shows each year. This year, we shall exhibit in 225 association-sponsored exhibits and in 178 others. Because of this number of shows, we have found it good business to establish our own design group within the company, under the management of an extremely capable graduate architect and designer. He and his staff of seven have additional responsibility for the design of all show windows.

The design group services the operating business shows staff of nine, each of whom is given complete responsibility for individual shows, serving as coordinating director and worker. Due to the volume of these shows, we must be constantly aware

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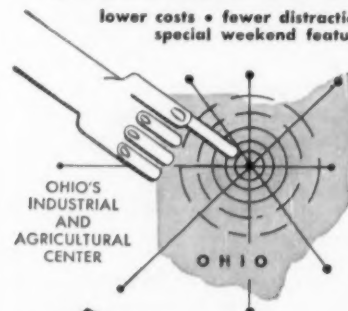
are available for conferences up to 250 between October 1 and April 30 (except Easter week)—just when city hotels are crowded. Meetings are always well attended—everybody wants to see the greatest of the world's seven wonders. Meeting Rooms, Banquet Facilities, Moderate rates. Conducted Motor Sightseeing Drives, Muleback Trail Trips and Indian Dances provide fascinating outdoor activities all year.—Santa Fe Railroad direct to hotels, Frontier Airlines.—Write to Manager W. Wallace.

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Mansfield 1, Ohio

of the location, condition, and schedule of all display properties and equipment. We have found that spending money for an adequately staffed warehouse location contributes to the efficiency of operations and reflects overall economy.

I am told that when you go tiger hunting, it is wise to pick as companions men who are alert, resourceful and imaginative. We have a terrific group to go hunting with. They never let us down. So much for organization. How do we budget?

The accompanying chart shows the percentage distribution per dollar spent of all major items which make up a show. These are figures from our 1955 budget. Of these, 12 major items are considered fixed expense which we cannot vary or feel it unwise to cut. They are:

|                                      |            |
|--------------------------------------|------------|
| Equip. maintenance & set up ..       | 5%         |
| Staff traveling .....                | 4%         |
| Supplemental payroll .....           | 1%         |
| Special equipment .....              | 6%         |
| Demonstration material .....         | 6%         |
| Electrical service & installation .. | 3%         |
| <b>TOTAL .....</b>                   | <b>25%</b> |

Space rental at 19% is difficult to touch but can be reduced judiciously

if absolute necessary and if done in the initial stages of planning. Desirable location of space and continuity of choice over the years makes any variation here difficult.

### Freight Costs

Freight and rigging costs 18%—offer some degree of control since they are directly affected by availability and size of equipment and back-grounds. Sales management has definite requirements however, so that in our budgeting we consider this also

a semi-fixed expense per dollar spent.

Publicity and photographs 2% is obviously an important part of any good exhibit but can certainly be eliminated or reduced when necessary. [Ed. Note: Exception taken to this idea in article on page 26.]

Literature and handouts 7% is highly controllable unless the show is being used for new product announcement, in which case we generally exceed the 7% figure. When desirable, this cost can be reduced as much as 4c on the dollar—but never eliminated.

Background and decoration 28%



John J. Dewey  
Managing Director

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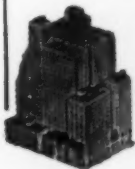
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is our largest single item and also most important. It is difficult to cut down here without a visible loss of quality and effect. Our design group is constantly working on new ideas to reduce this percentage and later I shall tell you of two of their success stories which are enabling us to consider this a highly controllable expense.

Unclassified 1% is all that the name implies and we are not smart enough to do much about it. The 1% is an average and varies in specific shows from the high in 1956 of 17% to zero.

Using the experience built into this dollar distribution we have a practical guide for estimating total cost of any exhibit once space is determined.

### Two Studies

In July each year we begin independently but simultaneously to do two things:

1. Review all shows we were in in the past and new shows suggested for next year, determine overlap and gaps, check with sales management problems and product announcement plans, and establish list of shows we would like to be in. Then, based on known facts and past experience, we estimate the cost of getting our desired destination.

2. While this is being done, we are arriving at the share of sales promotion dollars to be spent for business shows. This involves a hard look at past success in each field, compared to other promotion methods and, of course, there is always a temptation to try something new at the expense of something old—and tried and true. Part of this soul searching is in the field of new product announcement, closed-circuit TV versus traveling shows, and part in such things as a \$100,000 movie for general distribu-

tion versus a more elaborate show schedule. There is always the discussion around more shows or more advertising, and we get into some good hassles involving a lot of sincere people.

### Two Routines

These discussions are kept much more objective and less partisan by two simple, but effective routines:

1. Weekly staff meeting of all sales promotion and advertising executives, where each is kept informed of the total effort, what we are doing, how it went, does it fit—so that if total emphasis shifts from one area to another, it is not a surprise and in fact is even understandable.

2. Weekly meeting of business show and sales promotion executives, to discuss specific objectives of each, and work out the best plan to achieve sales management aims.

This has toned down some departmental bias and raised overall enthusiasm, but best of all it has provided us with better shows which are being more and more tailor-made to strike hard at a given objective.

I hope it comes as no surprise that we use our own punched card equipment to analyze the value of our shows, as well as to give us detailed operating accounting and budget reports. All of these analyses come in very handy at this stage which takes the months of July and August each year.

### Estimates in September

By September 1, we have what is needed on one hand and what is available on the other, arrived at simultaneously, and they never agree. But we don't expect them to, but by this method we feel we are starting bud-

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get preparation positively, knowing the ideal way to reach our destination and having a good estimate of how much fuel is needed. We also know how much fuel we have to get us there.

Finally we arrive at an intelligently worked-out compromise and then—give a little money or a little show—we are set. By this time, we have what is good and necessary and everyone understands what we are doing and why we are doing it.

I am convinced that budget control purposefully managed increases imagination, innovation and morale. I am equally convinced that improperly managed, it can stultify and reduce to "yes" men the finest department.

### Budget is Alibi

It is all too easy to fall into the habit of using budget as an air-tight alibi for not producing. To use it as the reason for not being where you should be and to hide behind it instead of using ingenuity and imagination. A poorly directed budget system rewards the inefficient department, robs the well-managed department, and quickly fosters hidden slush funds and acrobatic accounting. Our approach is designed to do just the opposite within the total scope of sales promotion. No secrets; merit recognition; good ideas encouraged; and most important, a team with pride and spirit.

I should like to give three rather striking examples of this philosophy at work:

1. Early this year, we were in real money trouble. A big show was coming up, using our two weekly meetings as a point of departure, we openly discussed the problem, "How to have a good show and save \$5,000." Nearly everyone pitched in, and out

came two suggestions:

Instead of showing a full line of equipment, why not concentrate on some of the smaller, less well known, but important products and save on freight expense.

Instead of the usual handout of literature, why not reproduce some actual customer reports by multilith and then back these up with an inexpensive handout, tailored to the show. Our "think" notebook is an expensive handout, as are our four-color promotion pieces. The special program is less expensive per unit than the think-book and we feel more effective, while the actual customer-report reprints tell a specific reference story for substantially less money than the four-color more general pieces, and are more popular, particularly when tied in directly with the demonstrations.

2. Traditionally we have made sturdy backgrounds and rather elaborate center islands for our larger shows, with the definite intention of re-using for several other shows. Recently we were faced with making just such a design for the National Office Management Assn. Show in Philadelphia. At this time we were also very anxious to participate in another exhibit for which we had not previously planned, and which would require money we had not budgeted.

So we started out to trim this money (\$5,000) from the NOMA funds without reducing the impact of this very important exhibit. Equipment to be shown could not be easily reduced, so we want to work in our staff meetings on backgrounds. Result can be seen (cut, page 77): A total new approach—no center island, much more inviting with better access from all sides, and a successful start on a whole new idea for us. Best of all—background cost reduced to \$4,500.

3. In order to fulfill our associa-

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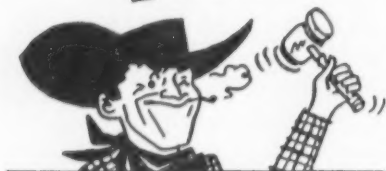




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tion-sponsored exhibits last year, it was necessary to drastically curtail our participation in local shows, for sound policy reasons we did not want to lower quality and other standards just to be in these shows. This year, we put our heads together and talked it out. Result: instead of shipping backgrounds around the country, storing them, refurbishing and shipping again, a new throw away package, inexpensive, light, expandable and preserving all of our standards is under construction. Cost: \$80-\$200 versus \$500-\$1,000.

In the fall we were back in the smaller local shows for less money.

I might add that this "looking for a better answer" approach to the budget is something we have arrived at the hard way. We have tried also

the obvious money-savers when necessary—to our sorrow.

One year we eliminated business shows staff travel, and masterminded from New York City by paper instructions. This saved a lot of money and gave us the poorest shows year we ever had. Another time we abandoned plans for several large shows, saved money, missed some real opportunities and are still trying to get back where we were on the list for good choice of space.

Financial planning has not been easy for us, and I am sure there will be some black days ahead, but we are living pleasantly with the budget. It makes us work harder and smarter. It isn't as easy as the good old days—but it is a lot more fun.

The End

## After Biggest Year Exhibit Industry Still Expanding

**BY LESLIE LEVI**  
*President, Ivel Corporation*

About this time last year SALES MEETINGS reported results of a national survey of convention halls, convention bureaus, show managers and display builders, to indicate expectation of a marked increase during 1956 in expenditures for all types of conventions and trade shows. To those within the industry, it now appears that practically all the predictions were on the conservative side.

To look ahead to 1957 and attempt to predict the same rate of growth would be hazardous indeed. But there are certain signs which we cannot ignore, and they all point in the same direction. Ever since World War II ended the trade show industry has registered phenomenal growth each year, from a 1946 low of 900 to a 1956 high of 3,000 trade and industrial shows and public exhibitions. Apparently no one knows the exact figures—even the all-knowing Department of Commerce—but the figures given cover those known to the busy staff of SALES MEETINGS, and are as close as anyone can come to the actuality.

But the real growth comes not from these numbers alone, but rather from the great increase in the roster of exhibitors, larger spaces used, and

tremendous build-up in attendance at individual shows.

It is not strange that trade shows should have grown so notably during this period of expansion of our national economy. Certainly in part, at least, it is a reflection of the general growth of industry and commerce throughout the country, the enormously greater absorption of goods and services. To project this idea further, one need only note the estimate of our gross national product for 1967, at \$600 billions, as compared with the \$414 billion figure currently. Trade shows and Expositions as a major stimulant in moving goods—both capital and consumer goods—into their markets, must logically expect to share proportionately in this "normal" growth.

But expansion has characterized the exhibit industry to an even greater degree during the post-war years than would have been needed just to keep pace with the national economy. This brief article is not intended as a treatise on the merits of the trade show as a merchandise medium, but I cannot help calling attention to the fact that those responsible to industry for marketing media, for sales and advertising, for wider

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distribution and for more intensive market coverage, have learned fast in these past 10 years and are annually doing a much better job of proper utilization of this previously neglected area.

Nor do I intend to indulge in nostalgic recall of the "old" days, back in the Twenties and Thirties, when it was necessary to sell the medium itself before selling the display. There was little competition in the early days among display builders, who were few and far between. Today there are perhaps 500 firms competing for the exhibitor's dollar, but the available volume has grown to a point where it easily supports them all.

Total cash outlay by exhibitors for trade and industrial shows and public expositions is reliably estimated to exceed \$1 billion, about the same as the total annual volume for beer, hardware, motion pictures, office equipment, soft drinks or automobile tires. No wonder, then, that recognition has at last been vouchsafed our industry, and more exhibitors are climbing aboard each year. No wonder cities vie with each other in the creation of ever larger facilities to capture their share of this vast expenditure.

### New Skills

Display builders, too, have grown. From tiny one- or two-man shops, many have become substantial employers of highly skilled labor, turning out a respectable volume of high-quality work. Standards of workmanship have improved to the point of ready recognition. Creative skills are available in almost every major city. Average show today is a gallery of design and merchandising ideas.

Contribution of the display building industry to the advancement of exhibition techniques and architectural trends is well established. This has resulted in a steady march of individual shops toward better and better quality and larger production volume. Hardly had the news of Ivel's current expansion been released than it became known that two other New York shops were seeking to increase their facilities. In all three, pressure of greater volume became more and more intensified during the year; backlog for 1957 and the outlook for the future made expansion imperative.

If these are straws in the wind, it is a wind which promises to blow steadily and ever more strongly throughout the coming years.

The End



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**MANOR HOTEL**  
on Schroon Lake, N. Y.

EVERYBODY wore a pith helmet and jungle decorations were everywhere. "Big Game Hunt" theme was worked into every part of the sales meeting program. It made sales training fun.



## Want Enthusiasm? Be Enthusiastic!

"If you want salesmen to demonstrate your product—demonstrate how to demonstrate."

"If you want them to be enthusiastic—start by being enthusiastic yourself!"

So sayeth William M. Stuart, president, Martin-Senour Co., major

manufacturer of paint, Chicago.

Bringing these principals to life, Martin-Senour recently turned a sales conference into a full-fledged safari. This was to introduce a new, quick-drying automotive paint, Dythol. Purpose of the "Automotive Big Game Hunt," as it was called, was to stim-

ulate the sales force to demonstrate the product, which the company considers to be revolutionary for the automotive refinishing industry.

Replete with showmanship, costumes and props, the safari found the company's top executives, President Stuart and Vice President-Sales J. R.



PRESIDENT William M. Stuart dons full regalia as a Maharajah for "Big Game Hunt." He works hard to make theme meaningful.



COMPANY'S PAINT is sprayed on Donald Shute by Lelan Charley, automotive sales manager, in preparation for exciting conference.

"Dick" Degnan, demonstrating enthusiastically just what they wanted their sales force to do. Stuart, long a master salesman and developer of sales forces, donned a fancy "Maharajah" costume and stalked the conference room with a gun loaded with ping pong balls, shooting down "hunters" (salesmen) who were inadequately equipped to bag their game.

### Meaning of Theme

Degnan sums up the meeting's theme:

"In selling you've got to point the rifle, aim it and pull the trigger. Any man who forgets or doesn't use his equipment can't sell, just as a lion hunter without a rifle watches his game run away."

Salesmen who attended the conference wore pith helmets to get into the spirit of things.

In addition to department heads, a number of the more outstanding Martin-Senour salesmen addressed the gathering to offer lively reports on some of their successful techniques of sales demonstrations.

Technique of live participation sales meeting is one Stuart has used before. In previous years he has had conferences built around football themes in which managers actually threw dozens of footballs at the audience, awarding a silver dollar for each correct answer and taking away a dollar for each wrong one.

### "Itinerary" Program

The "itinerary" of the safari was descriptive and amusing:

- 9:00 *The Safari Shows Off (From Upper-Towers, Conrad Hilton hotel)*
- 9:25 *Gun and Hide Cleaning*
- 9:50 *Proper Gear Maintenance*
- 10:10 *Small Game Hunting Techniques*
- 10:30 *Map Reading*
- 10:45 *Halt for Morning Tea*
- 11:00 *Bagging Matching Record Heads*
- 12:15 *Halt for Lunch*
- 1:25 *Shooting Elephants*
- 1:45 *Rhino Stalking*
- 2:00 *Rhino Shooting*
- 2:20 *Gazelle Bagging*
- 2:40 *Gorilla Wrestling*
- 3:00 *Chimpanzee Chasing*
- 3:20 *Halt for Afternoon Tea*
- 3:30 *Future Safari Route*
- 4:30 *Hunters Pay and Contracts*
- 4:40 *Big Game Tontine*
- 6:30 *Tonic and Dinner Bel-Air Room, 3rd Floor Hilton*

The End



CHIEF GAME HUNTER Stuart "shoots down" J. R. Degnan, v-p sales.



CHIEF CHEMIST Corlis Hopper gives serious talk on newest paint products.



LITERATURE was distributed with showmanship—tossed into air by monkey.



**BEFORE:** Aside from products on display, Butler's exhibit area at fairs used nothing but colored pennants for decoration. Exhibits had no "magnet."



**AFTER:** Theme developed for exhibit to indicate fun and gaiety. Animated circus performers and animals told features of products (via synchronized recording) and circus decorations brightened area—attracted more prospects, too.



## At a Fair Make Your Exhibit Fun

Butler Manufacturing Co. discovers secret of drawing crowds and sales at fairs: Farm families come for a good time. Puts its sales message in an entertaining "package".

**BY HAROLD A. EDLUND**  
General Sales Manager, Butler Manufacturing Co.

Record breaking crowds attended Butler Manufacturing Co. state fair exhibits at Illinois, Missouri, Minnesota, Iowa, Indiana, Nebraska, St. Louis, South Carolina and Kansas recently.

Almost double the number of people

visited the Butler exhibits as in previous years. For example, an estimated 200,000 visited the display during the Minnesota fair week. And a record sale of over \$35,000 in farm equipment was made during this fair. A large number of good future prospects

for Butler buildings, grain storage, handling and conditioning equipment showed interest. At the Iowa fair one Butler farm equipment salesman turned in orders totalling over \$40,000. Two Butler steel buildings and over \$30,000 in farm equipment was sold at the Illinois State Fair.

This is certainly evidence that fairs really paid off for Butler this year. Butler buildings are marketed nationally by a builder-dealer organization and Butler farm equipment is sold exclusively through Butler "blue ribbon" dealers. Therefore, fairs are the Butler representative's only opportunity to get out and talk directly with farmers, ultimate users of his products. Many a building or farm equipment sale can be directly traced

# The key



...to a perfect convention!



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is designed so that 9 meetings can be held simultaneously...each in complete privacy. Seating capacity 1600, banquet 1200—all under one roof and with perfect visibility and acoustics.



The Golden Gate emphasizes *personalized service*...providing its own executive convention staff and public relations experts—second to none in the country—together with a battery of conference secretaries and photographers—all ready to render 'round the clock service.

And, Oh that wonderful feeling—to find yourself in a vacationer's paradise...650 accommodations, (all Air Conditioned), hotel, motel, apartments, villas—featuring 3 swimming pools, private fishing docks, kiddie play area, shopping plaza, tennis courts, badminton, cocktail lounges, dancing and continuous entertainment—and we're not forgetting the fabulous culinary delights awaiting you in the Golden Gate Dining Room—or in the new Auditorium Coffee Shop.

### The Bay Room

Meeting . . . . . 700  
Banquet . . . . . 500

### The Colony Room

Meeting . . . . . 450  
Banquet . . . . . 350

Committee Rooms A through H will each handle groups up to 90 persons.

# GOLDEN GATE

For Full Details and Color Convention Brochure,  
write Dick Frey, General Sales Manager

20 ACRES (OCEAN TO BAY) AT 194th STREET, MIAMI BEACH 41, FLORIDA

to a visit to a Butler fair exhibit in past years.

This year's dramatic display was largely responsible for the increase in attendance and sales at Butler exhibits. We took a long look at our fair program and concluded that to

attract farm families who attend the fair basically for a good time, we had to change our approach to display. First, we established a central theme for the display and introduced motion, sound and color to attract the crowds.

## Theme Developed

A circus theme was developed, and designs made for moving and talking animals, clowns and barkers. For example, a large eight-foot-high dimensional barker with a calliope and main entrance sign were built. The entire lot was enclosed with an eight-foot-high canvas wall. Inside the "Butler Farm Land Show," animals and clowns talked about Butler products.

An elephant was designed with a moving trunk and jet of air to talk about Butler grain bins and force-air grain drying equipment. A 14-foot giraffe stood beside the high Butler augers and elevators and talked about their features. Inside the Butler steel building a swinging trapeze artist pointed out the post-free interiors and clear span construction. A camel explained advantages of Butler stock-watering tanks.

## Savings Necessary

Working with our display company, American Displays, Kansas City, we found that to achieve the effect we wanted was going to cost more than displays of previous years. In the past our total fair program cost in excess of \$50,000. Butler management felt that this amount should be the total expenditure in 1956. Therefore, it was necessary to affect several savings. For example, in past years products had been lacquered, hand lettered and specially crated by an outside company. A saving of \$6,000 was made possible by handling product preparation in our own Kansas City plant using assembly line methods for painting and crating. In past years a separate set of display materials had been built and shipped to each fair. By producing a smaller number of display units and reshipping them from fair to fair we had a total display job, including motion and sound, at about the same figure as the previous year.

## Coordinated Sound

Damon Recording Studios, Kansas City, developed a series of sound mechanisms which coordinated the sound for each figure by means of a timing device from a central record player and amplifier.

Results in sales and record attendance are still coming in, but Butler is assured that its new approach to a state fair program is paying off.

The End

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PLANNING COMMITTEE for Family Days at Bell & Howell included 10 executives who worked out details to cater to everyone.



WELCOME BROCHURES, "Hello" tags and combination letter-opener-magnifying-glass souvenirs were given at registration desks.

## Bell & Howell "Audiomates" Plant Tour

Professional voice tapes message for each stop on plant tour. Guides have no script to learn, simply flip switch on recorder as group moves to "station". Company handles 3,000 visitors at celebration to mark 50th anniversary.

No blood, a lot of sweat, and only a few tears went into the planning and staging of Bell & Howell Company's recent "Family and Community Days" celebration at its

Lincolnwood, Ill., plant. Motive: to sell not motion picture cameras, but to sell the company to 3,000 employees' families and the plant's neighbors.

Bell & Howell, said to be the

world's largest manufacturer of motion picture equipment, celebrated its 50th year with a full week of entertaining employees' families, community leaders, clergymen, school administrators, PTA officers, neighboring industrial presidents, and members of the Business and Professional Women's Club. The company toured, dined and entertained them during what might be termed one of the world's largest "sales" meetings — for selling Bell & Howell.

Audiomation (substitution of recorded sound for live guide's voice)



TAPE RECORDERS, with professionally recorded informative messages, were used in plant to explain manufacturing operations.



SAFETY GLASSES were given guests for tour. Thirty-five display boards were set up at key points to demonstrate precision work.



was introduced necessarily to the plant tour because, according to Ted McNabb, director of community relations, "Guides came from all over the plant and executive officers. You can teach them which route to take their groups along, but it's hard to make them all learn the same story patter for each stop." To solve this problem of explaining coherently the whyfor of each tour "station," B&H executives hired a local (WGN-TV) Chicago announcer to narrate a script on their own tape on their own machines.

Thus there was little or no re-

hearsal for the 40 guides. At each stop, the guide merely snapped on the tape recorder, adjusted volume to noise conditions at that particular station, while the official-sounding voice explained just what was going on. "Each message was less than a minute," McNabb explains. "Because groups—about 25 people—consisted of all age ranges, we had to make the spiels short to hold attention."

Hostesses in the lobby of the main building greeted guests as they came in, saw that each and every one, including children, had a name tag and escorted them to the next tour's be-

ginning location. To enable Mama to enjoy herself, the company provided free baby-sitting services with volunteers to entertain moppets with motion pictures.

For those who could not take the plant tour either through physical disability or mental disinclination, there was the easy way, A movie titled: "The Bell & Howell Story" had been written and produced by McNabb especially for the occasion. It showed the company's own people at work in many departments and was a fine capsule tour lasting 22 minutes. Although the film has served its initial purpose, McNabb still has numerous requests for the film from community groups, and now has eight prints of it available by request.

"It was a surprisingly low-budget production," he says modestly. "BAHEBA (Bell & Howell Employees Benevolent Association) underwrote most of it, and it was made entirely by our own people. It was as low-cost as any other amateur film is to make."

McNabb explains that Herman Skadow and his BAHEBA committee tried to get certain types of people to come in on a certain day so that they could "slant" the program. Since the celebration was held simultaneously with introduction of the company's new "electric eye" movie camera, obvious thing to do would be to invite the right folks in who would be most interested in it.

This meant the families of engineering people who had heard their men talk about the new camera at home; wives and children of sales and advertising personnel, too, who had listened to husbands and fathers describe how the new electric eye was to be promoted and sold. Slide films about it were shown to these interested groups.

Community program opened on a Monday, and the electric-eye camera was announced the next day, with initial promotion running simultaneously with the week of visitations. However, the week-long program of family and community visits was not designed to specifically publicize the new camera and could not be considered a publicity tool to further its sales.

To this end, editors from all community newspapers in Lincolnwood, Skokie, Morton Grove, Niles and community editors and leaders from Chicago's North Side were invited for one day.

Entire celebration was based on B&H's Annual Family Night, which usually is held in April just before the annual meeting of stockholders. This event was founded not only for the



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purpose of providing entertainment for wives and children of workers, but to bring them the same financial report as would be presented to shareholders later.

This year, the company decided to do it differently; they thought it would be nice if the family could see "the old man in action," and how he wins their bread. So families came every day, on Wednesday evening, and on Sunday. "We found so many working wives," McNabb said, "that we had to carry over to Sunday."

Guests were treated to dinner in the plant's two cafeterias every night. During the dinner period, the group became somewhat of a "captive audience," albeit a willing one. BAHEBA had asked management to present a program here which would cover the history of the company, future plans for new products, outline of plans for new plant facilities, capital equipment program, outlook for job security, employee benefits and opportunities for advancement.

Youngish President Charles H. Percy, and W. E. Roberts, executive vice-president, welcomed the groups each night and introduced other officers who answered questions and chatted with families. Two groups were thus entertained each day in each of the two dining rooms.

High spot of the programs were announcements of "telephone quiz" winners. Before the week's celebration began, William Hodge, director of employ relations, had conducted this electronic game in which he called employees' wives and asked them questions concerning profit sharing, BAHEBA, company benefits, suggestion system and company history. If the wife answered correctly, she received a sizeable gift certificate redeemable at the company store.

This is not too difficult for members of employees' families, McNabb avers, since Bell & Howell people are constantly fed "a large amount of information about their employer, including financial figures. There seems to be a very high degree of knowledge of company operation," he says.

Everyone present was given a "welcome" brochure, a souvenir, and competed for handsome door prizes.

Problems? "There were no problems in staging the affair," McNabb reveals. "By getting our heads together long before the formal plant tours, we arranged things to go smoothly. Only one minor thing: Many employees made reservations, as was required, for themselves and wives. We had to have an idea of how many to feed and how many baby sitters were needed. Thus we were somewhat shocked and surprised to see some

people show up with three or even five 'unreserved' kids in tow."

Public relations-wise, the week's meeting was a big success. Says Mrs. Betty Lyman, director of public relations, "It was excellent for raising an already-high opinion of Bell & Howell in Lincolnwood and neighboring suburban communities of Chicago. Families of employees now seem to be knit more closely with the company and really feel like part of it. The attitude has been helped, of course, through our annual 'Family Nights'—and we don't call them 'Open House' because that's a cold

phrase. During the week-long program, we made them aware of Bell & Howell's history and tradition, with accent on the next 50 years."

Bell & Howell executive offices continued to get telephone calls of praise long after the close of Family and Community Days. Many said they were flattered at receiving information usually given only to shareholders in most companies. New employee families in particular were surprised to find that there are no secrets at the big manufacturer of precision "sight and sound" equipment, for they saw and they heard. The End



**Where the convention season never ends...**

## THE Greenbrier



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Talk, talk, talk gives the eyes nothing on which to focus, so they wander.

## Why and How to Use Charts

Charts are popular meeting tools, but they still are not used enough nor always wisely. Prime value of a chart, of course, is to focus attention through the eyes on the importance of words

reaching the ears. Simply, if the eyes have nothing to do, they wander — followed quickly by the audience's thoughts.

Some basic instruction for use of

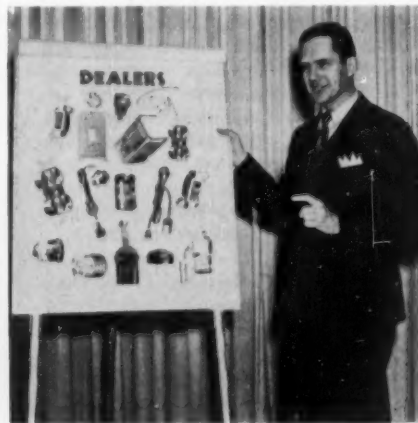
charts is contained in a booklet, "The Way and How of Making a Chart Presentation." Produced by Oravistual Co., Inc., St. Petersburg 2, Fla., the booklet gives hints — do's and



**CHART** can help to focus attention, list facts for retention, clarify and emphasize ideas, and act as a guide to your presentation for any meeting.



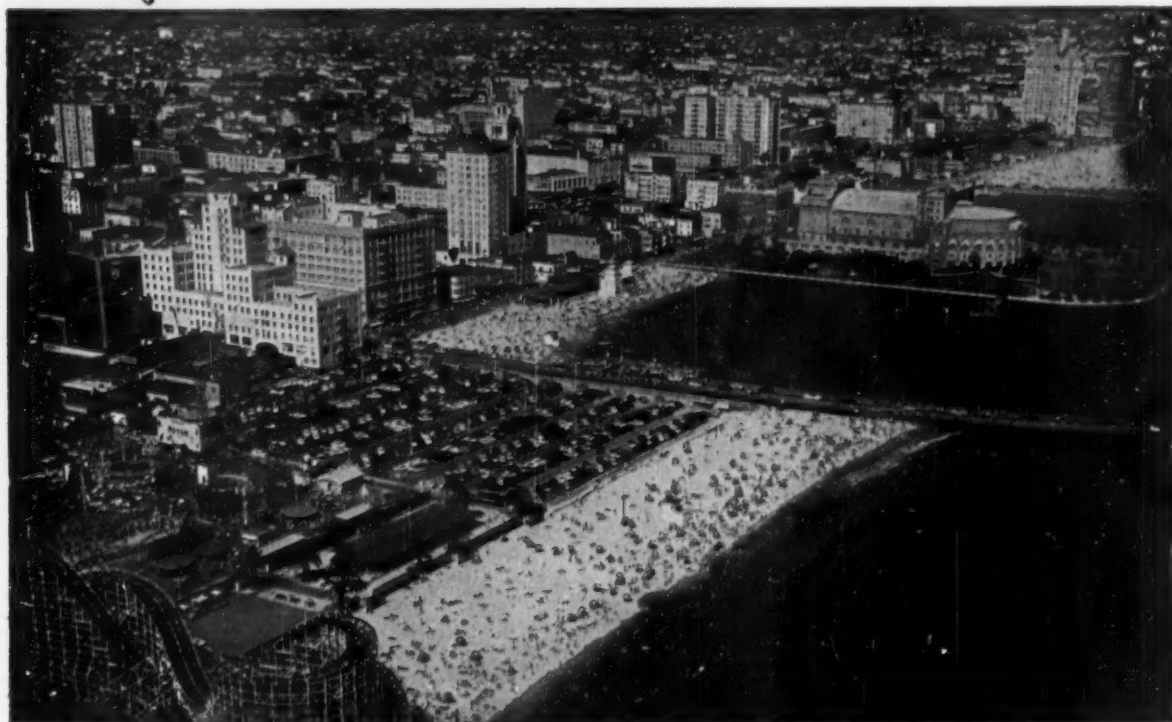
**COMMON ERROR** is to use figures and lettering so small that only the speaker can read them. Nothing is more frustrating and irritating to audience. If chart can't be read, it has negative effect.



**DON'T CROWD** or clutter chart with too much copy or too many ideas. This adds distraction instead of clarification. Break ideas down into a number of charts, each with a single major point.



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CHART helps to keep you from wandering.

don'ts — for planning and using charts. First, it points out that charts probably are the least expensive and most flexible of visual aids.

A meeting planner is cautioned about using graph charts. While they can clarify, instruct and enthuse, they also can frustrate, deceive or distort — "depending on the skill or intentions of its maker." Like a billboard, a chart's message — via a graph — must be grasped at a glance. "Wrong types of coordinates or method of portrayal can distort the effect you intended to create. Because the same data can be plotted in a variety of ways, be sure you select the one that gives emphasis to your story."

Beware of too much copy on your charts. They are to illustrate high points only, not an entire speech. Use key words for best retention.

Instead of a chart, a large writing pad on your easel is effective. It can be used to write down suggestions or points for discussion — to keep conferees from going astray. An effective use of the pad is to make your own chart as you talk. You use simple illustration to emphasize ideas. You need not be an artist to get good re-



FACTS are dramatized and simplified, and made easy to follow with a good chart.

sults, and such a technique can make you a better speaker.

For large audiences, you should use large cardboard charts. Size of your charts is determined by greatest distance between anyone in your audience and your chart.

For a big chart, it's best to turn the job over to a professional — especially if it is to be used more than once.

The End



TURN-OVER CHARTS are particularly desirable when easy portability is important. They can be rolled up into small bundle.

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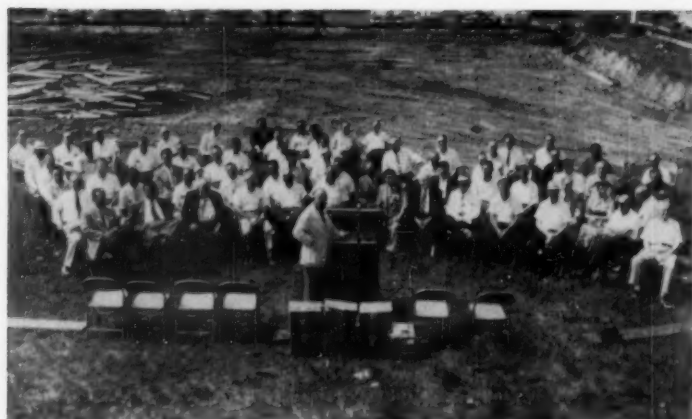
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SALES MEETING on an open lot in Chicago.

## Meet Where Building Is to Be

Amid colorful ceremonies, executives and sales personnel of Old Rose Distributing Co., Chicago, participated in the dedication of a simulated cornerstone of its new \$750,000 warehouse and general office building recently. Dedication was scheduled into the regular weekly sales meeting and took place on the 150,000 sq. ft. of property.

Old Rose, a major Seagram distributor, and serving other producers as well, does a sales volume of \$20 million annually. Executive Vice-President Harold E. Strauss was not in attendance. He was on a combination business and vacation trip abroad.

Facilities to conduct the meeting were all on hand — speaker's dais, loud-speaker, and chairs, in addition to the necessary "props."

Several days preceding the "Dedication Meeting," Old Rose's 70 salesmen who service 10,000 retail liquor licensees in the Chicago area, were told of the forthcoming program. They were told that copies of orders secured on "Dedication Day" would be placed in a simulated cornerstone and later transferred as part of the mementos into the real cornerstone. The record of their participation in this event would thus be a lasting and significant one.

Under blue skies with a cooling breeze, the meeting began promptly, opened by Sales Manager Ed Scholl, who introduced President Maurice B. Frank. He presented a gold desk alarm clock, suitably engraved, to members of the Old Rose organization who had been associated with the company for 10 years or longer.

At the precise spot where the cornerstone of the building will be set, workmen brought the simulated, gold-painted stone. Frank tipped in the first shovelful of earth, and the salesmen then lined up and with a shovel of earth placed their orders in the container.



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TWO-INCH THICK STEAKS were grilled right in the center of St. Paul Municipal Auditorium's Arena.

## B & B's Jubilee: Bountiful, Big and Brassy

"Sumptuous" probably is the only word to describe the Diamond Jubilee convention staged by Brown & Bigelow, St. Paul, Minn.

Statistics on this sales meeting are staggering. It cost approximately \$750,000 to produce this meeting, but, says President Charles A. Ward, "It's worth \$5 million in enthusiasm."

Enthusiasm is a vital commodity for Brown & Bigelow, remembrance

advertising producer and largest calendar manufacturer in the world. All of its 1,100 salesmen work on commission only. Average salesman earns \$12,000 a year (receives an average commission of 18% to 20%).

A double celebration was woven into B & B's convention: 60th anniversary of the company and 70th birthday of President Ward. It was the company's third national conven-

tion and first that included wives.

To bring his wife, a salesman had to reach a quota set at about 11% above previous sales. The company expected 450 men to qualify, but was pleasantly surprised to find 569 wives could accompany their husbands. All salesmen who had been with the company more than six months were invited (954).

All expenses for both salesmen and their wives were paid by Brown & Bigelow. This included a check for pocket money, too.

Including field sales executives, salesmen, wives, special guests and some members of the press, 1,800 were brought into St. Paul. Largest civilian airlift ever organized to haul passengers to one point within about



LAVISH AND EXOTIC, this is just part of the vast tables spread with every conceivable type of game and canapes. Large gilded cage contained a bird-costumed acrobat, perched upon a swing. Bill of fare included caviar, roasted pheasant, bear steak, caribou steak, shrimp, crab and 50 other delicacies. This "Bird Cage Saloon" had what probably was the longest bar in the world, 200 feet.



**BROUGHT BACK** to help plan the "Bird Cage Saloon," Orion Winford, formerly with Creative Department, is shown with model.



**BIRTHDAY BALL** layout is studied in miniature by Charles A. Ward, president, D. W. Brabeck, sm, and Robert Henderson, Sr., v-p.

20 hours was arranged by United Air Lines. A total of 38 charter flights were involved to move conventioners to and from St. Paul.

In addition to United, a half dozen other airlines were involved in order to transport salesmen and wives from every part of the country and some from overseas.

Anxious to please, especially the 60% of salesmen and wives who were first-time airline passengers, United went all-out to provide extra service. Souvenir menus were prepared and cocktails and filet steaks were served on all flights. United put a sales representative on each plane to insure extra service in flight.

Convention included elaborate stage presentations, complete "trade" show of 18 large exhibits, birthday ball of giant proportions, an ice show, and probably the world's largest saloon.

Conventioners arrived on a Saturday or Sunday for an early Monday opening. Hotels in both St. Paul and Minneapolis were used to house salesmen and wives. Conventioners were awakened at 6 AM in Minneapolis hotels and 6:30 AM in St. Paul hotels in order to be at the St. Paul Municipal Auditorium at 8:30 for start of the sales meeting.

Dan W. Brabeck, general sales manager, set the pace for the meeting with a warm but stirring address. Most company executives were on stage during the day to present new ideas and information. The program was lighted by a professional cast of six singer-actors, a full orchestra and original lyrics.

For Brabeck, this meeting is "worth every dime that it costs." "Not one man could leave without increasing his business 15% if he gets out of this



**CREATIVE PEOPLE** at Brown & Bigelow designed exhibits that covered 75,000-sq.-ft. area in St. Paul Auditorium. It took a month to build 18 large exhibits.



**OFFICES DUPLICATED** in auditorium with a desk for every department so that salesmen could get facts and help. Post office, in rear, was built to serve conventioners.



**Air-Conditioned**

- ★ Meeting Space for 2000
- ★ Or Banquet of 1800
- ★ Or Space for 100 Exhibits
- ★ Three Spaces for 500
- ★ Garden Dining for 1500
- ★ Twelve Rooms Ranging in Size to Accommodate 25 to 200
- ★ Free Parking in Hotel Grounds
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**Atlanta Biltmore**  
WHERE SOUTHERN HOSPITALITY FLOUERS

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next  
meeting  
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**A. M. CHARLES**  
VICE PRESIDENT  
AND GENERAL MANAGER

**M. P. MATHEWSON**  
SALES DIRECTOR

meeting what we want him to," he declares.

While it is a staggering job to produce a meeting of the magnitude attempted, Brabeck "would like to have one like it once a year." Heretofore, district meetings were staged annually with seven teams of executives who traveled from St. Paul across country with a packaged meeting. The seven-team district meetings cost about half the national convention to produce, according to E. C. Peterson, executive vice-president. "This national meeting is one-third our sales promotion budget," he reveals.

B & B's jubilee was important to the community to judge by the welcome signs visible in shops throughout St. Paul and the presence of Minnesota Governor Orville Freeman who addressed salesmen and wives early Monday morning.

It was not all fun and luxury. Stage presentations were hard-hitting. Every attempt was made to inspire salesmen to want more, and to stimulate wives to want more. A minicoated model in a white Cadillac convertible was driven on stage to spark wives' imaginations as to possible earnings of husbands with extra effort.

B & B's complete "stable" of famous calendar artists was trotted out on stage, on the arms of curvaceous models, to give salesmen an opportunity to see the men and women who draw the calendars that are the mainstay of B & B sales. While salesmen were introduced to artists, mailmen were delivering the new calendar line to the homes of salesmen throughout the world. Mailings were timed to arrive while salesmen were in St. Paul, so that they could go right out and start selling upon returning home.

At a rental of \$15,000, B & B took over St. Paul Municipal Auditorium for the convention. It took four weeks to install exhibits that covered an area of 75,000 sq. ft. It required more than two months to fabricate exhibit materials. Exhibits were built in the company's basement with the help of its creative staff and 15 outside sign painters.

Exhibit space was charged to company departments that had displays. All displays were designed to sell. Because Brown & Bigelow manufactures some 900 items, various departments have to sell hard to get salesmen to push their wares. Thus, much ingenuity went into exhibits.

Salesmen were shown in exhibit booths how various products are made. The Direct Mail Dept. showed its complete operation from printing a mailing piece right in its booth to the

## agenda

### accommodations

—in Inn, Lodge or private cottages at special group rates.

### meeting facilities

—for 20 to 350 people, modern meeting equipment, banquet and bar facilities, experienced staff.

### sports and fun

—swimming in lake or pool, Bath and Tennis Club, chair lift, riding, golf—dancing, entertainment.

### transportation

—by air, rail, bus or car over excellent Route 11.



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Montreal

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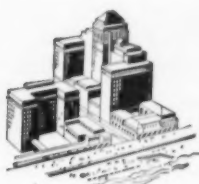
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Vice President & General Manager  
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BY-THE-SEA**



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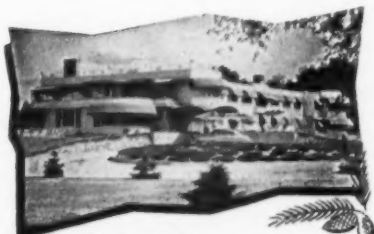


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addressing, stuffing and mailing.

Several booths had contests and prize awards. Salesmen could win a typewriter, pens, an original oil painting of calendar art and leather goods. Some contests were simply drawings while others involved completing questionnaires on market potentials for B & B products.

One clever approach was installation of tape recorders in a booth. Salesmen were invited to answer several questions on the recorders. Questions were geared to get "sales ideas to help new men," and included: (1) What sales ideas produce best results; (2) What is the biggest problem to start; (3) What is your best new account idea; (4) What is your best sale this year from customer reaction; (5) What idea clicked best in 1956?

From the taped answers, B & B should be able to compile a helpful manual for new salesmen, about 200 of whom are hired each year.

"Feed the Kitty" headed one booth handout. It was a questionnaire sheet that asked salesmen for "suggestions on how we can serve you better."

Although all jobs were parcelled out among dozens of executives and home-office employees, company president had to say "yes" or "no" to every detail. Says Charlie Ward, "I have my finger in the pie at all times. I didn't go to bed until every plane was in." Asked whether wives might be invited again to a B & B sales meeting, Ward says, "We'll bring in wives if the men do the job expected."

While being interviewed by the press, Charlie Ward was asked if he had eaten yet since he must be hungry at that hour. "I've always been a little hungry," he said after indicating he didn't want to hurry to lunch. That sentence sums up some of Ward's sales philosophy. Always being a little hungry, you strive harder. It is this idea that lay under the big B & B meeting.

Aim was to make salesmen and their wives a little hungry for more material possessions, for the finer things in life, for more prestige.

To make men and their wives hungry for luxury, Charlie Ward gave them an elegant cocktail party and banquet to rival anything yet dreamed up for a convention.

Half of the exhibition hall of the auditorium was converted into Diamond Annie's Bird Cage Theater, circa 1885. Outside of this plush saloon was designed to resemble the main street of Tombstone, Ariz., of 60 years ago.

Centered in this huge emporium of liquid and gastronomical perfection was a large gilded cage, complete with

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And everything to insure a perfect meeting on our 3500 acre estate atop the Poconos. Groups of 300 will find attractive meeting rooms, comfortable accommodations, superb bar and banquet service. All winter and summer sports. Only 100 miles from New York or Philadelphia.

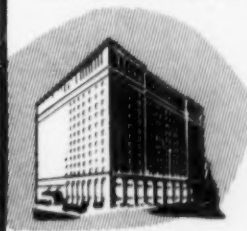
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## New Book on Workshop Planning

*How to Plan and Conduct Workshops and Conferences* is the long title of a small book (Association Press, New York City, \$1) by Richard Beckhard.

Beckhard, who is director, Conference Counselors, New York City, and contributing editor, *SALES MEETINGS*, has packed into this handy volume results of years of study and observations of groups in action. While designed primarily for a community-type organization, it serves as an excellent primer for anyone charged with workshop planning chores in association or industry.

The six chapters of this valuable little tome are: Initial Planning, Fact Finding and Evaluation, Program Development, Conference Preparation, Planning the Conference Operations, Reporting and Follow-Up Action.

This book is part of "Leadership Library," produced by Association Press and copyright by National Board of Young Men's Christian Associations.

swinging canary (a lovely acrobat in bird costume). On either side of the cage stretched yard after yard of tables bedecked with canapes and hors d'oeuvres, like of which Tombstone, Ariz., never saw. Every type of game bird and game animal of the West was spread before the 2,000 B & B guests. Bear steak, bison cold cuts, caribou steak, crab, caviar, partridge, shrimp, snails—these are just a few of the 50 delicacies decoratively displayed, and eaten.

A fork truck was converted into a rolling bandstand for a piano, player and songstress. This mobile entertainment center traveled through the throngs that either lined the 200-ft. bar or gathered around canape tables. In addition, a cowboy-attired dance orchestra gave forth in a corner of the huge saloon. Strolling through the throng were employees of B & B who were in Western garb. The 40 barmen who manned the long expanse of redwood bar were appropriately dressed and adorned with handlebar mustaches.

After two hours of imbibing and nibbling in Diamond Annie's, salesmen, wives and guests proceeded to the Arena floor of St. Paul Auditorium to be bedazzled by a blue-lighted banquet hall. Down the center aisle were 60 feet of charcoal grills. At one end of the huge hall was an elaborate head table. On the other, cowboys gathered around a real campfire in the center of a coral and sang Western tunes. A chuck wagon and saddles were nearby to suggest a prairie. The mesquite logs being burned were imported from Arizona to produce authentic odor. Overhead, artistic diamond designs hung down and were outlined in lights.

Two-inch thick steaks were prepared on the grills by chef-hatted

cooks and served by 200 waitresses. A large dance orchestra was on hand to play during the dinner and for dancing.

Many preparations, as you might expect, had to be made to handle live fires in the auditorium. Charcoal pits were steel and asbestos lined. Four massive, high-speed exhaust fans were installed to draw off smoke. A fire chief and 10 firemen were strategically placed around the hall—just in case. All fire-fighting equipment in the hall was checked out by firemen and ready. Nothing was left to chance.

But, somebody forgot a simple switch!

Exhaust fans were not turned on in time and a blanket of smoke descended upon the 2,000 dinner guests with eye-tearing billows. It took at least an hour to clear out the smoke after hasty opening of all doors and putting fans to work at full tilt. The mishap marred somewhat the elegance of an impressive layout.

This gala birthday ball was on Monday night. Following night, an award dinner was staged at which top salesmen's wives received diamond rings and their husbands received watches. Wednesday evening, an ice review was staged.

Vital statistics on this meeting are interesting if only to indicate giant proportions of preparations.

Draperies and decorations for booths and saloon ran to 26,000 yards of material. For the dining room floor, 2,500 ft. of carpet in rolls nine-feet wide were laid. Painters consumed 500 gallons of paint for decoration of the auditorium. Displays required 100 pounds of nails and 700 wing nuts. Completely wired for this occasion, the auditorium required 18,000



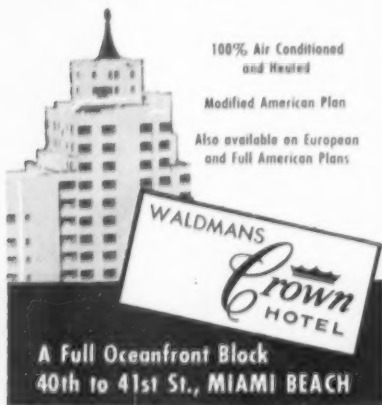




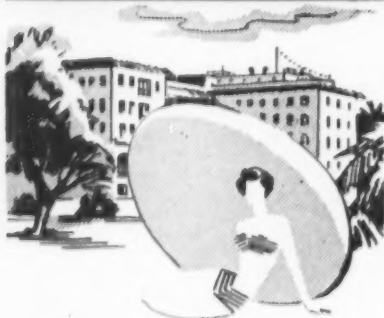
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Magnificent oceanview dining seat-  
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## Hotel Claridge

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Scott J. Stewart, Mng. Dir.



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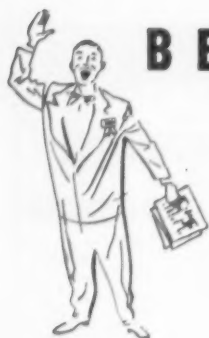
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## BEST I'VE HEARD

An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

### Subject: TARGET

Two men who had been celebrating, started for home. One asked the other, "Won't your wife hit the ceiling when you get home tonight?"

"She probably will," replied the other. "She's a hell of a shot."

### Subject: STRICT ORDERS

A retired army officer met his former orderly on the street one day and hired him to do the same duties which he had performed for him in the army. The retired officer told his former orderly that he could start his day by waking him at seven o'clock in the morning as he used to do.

The next morning, punctually at seven, the ex-orderly strode into his boss' bedroom, shook him into wakefulness, then leaned over and spanked the ex-officer's wife on the lower extremities, saying, "All right, baby, it's back to town for you."

### Subject: HOW TO BE PRESIDENT

A group of kids held an election. Some grownups were astonished that a four-year-old had been elected president.

"That boy must be a born leader," said one dad. "How come all you bigger lads voted for him?"

"Well, you see, Dad," Johnny replied, "he can't very well be secretary because he doesn't know how to write. He wouldn't do for treasurer because he can't count. He would never do for sergeant-at-arms, because he's too little to throw anybody out. If we didn't choose him for anything, he'd feel bad. So we made him president."

### Subject: SALES MANAGER

The reporter returned from covering a big sales meeting. "Well," said the editor, "what did the sales manager have to say?"

"Nothing."

"All right, keep it down to a column," snapped the editor.

### Subject: NEW SALESMAN

Bleary-eyed, he staggered to the breakfast table and sat down heavily. His wife noticed his bandaged hand and asked for an explanation.

"It was a matter of small consequence after our sales meeting last night," he explained. "Some of our new salesmen who can't handle their liquor got a little under the weather. One of them stepped on my hand."

### Subject: IMPORTANT BUSINESS

Einstein once tried to escape from a boring party when his host saw him leaving.

"Working on something urgent?" he inquired.

"Yes," replied Einstein, "very urgent. The speed of flight."

### Subject: KNOWS HIS LINE

Owner of a large furniture store was in Chicago to attend the Mart. While going up on the hotel elevator he met a beautiful girl who gave him a friendly smile. This furniture-store executive tried to become acquainted, but quickly discovered the girl was French and that they couldn't understand a word of each other's language.

So he drew a picture of a taxi and she nodded her head in agreement and went for a ride in a taxi. While riding he drew a picture of a table in a restaurant and again she nodded in agreement, so they went to a fine restaurant for dinner. After dinner he sketched two dancers and she was delighted. They went to a nightclub and had a lovely time.

Then the girl indicated that she would like to use the pencil and paper which he gave her. She drew a picture of a four-poster bed.

He was dumbfounded. He's never yet been able to figure out how she knew he was in the furniture business.

### Subject: SUCCESS

"Nothing succeeds like success" is credited to Dr. John Collins Warren. It was after Dr. Warren had performed the first operation with the use of ether and found the result successful that he said, "Nothing succeeds like success."



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